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An Exploration of Greenland's response to the COVID-19 Pandemic

COVID-19 IN GREENLAND
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1. Introduction

Covid-19. It is safe to presume that only one year ago, the majority of the world's population would be confused by its meaning; Who could have predicted that that word would be uttered daily by both children and adults, scholars, and world leaders, and by people on the opposite side of the world from each other, only a couple of months later? However, when looking at the word today, it's meaning seems obvious. Covid-19 is the official name that the World Health Organization gave for the disease, which is causing the worldwide coronavirus outbreak. It is simply an abbreviation of the disease itself, Corona Virus Disease. Before getting an official name, the disease was formerly referred to as either "2019-nCoV" or "2019 novel coronavirus" (CDC).

This paper will look into the impact that the Covid-19 pandemic has had on the country of Greenland. But before we delve into that, we first have to understand the disease itself. On December 31 2019, the World Health Organization, WHO, first heard of several cases involving what was referred to as "viral pneumonia" through a media statement posted on Wuhan Municipal Health Commission's website (WHO). Five days later, on the fifth of January, WHO issued the first public Disease Outbreak News report, directed towards the scientific and public health communities. The report stated the current state in Wuhan, including the clinical status, number of cases and the current response measures; At this point, none of the 59 known cases had been fatal (Chapin). Four days later, the Chinese authorities reported that the outbreak was caused by a novel coronavirus (WHO). Phylogenetic analysis of Covid-19 shows that it originated in animals, before crossing into humans by, presumably, bats. Prior to Covid-19, six other outbreaks of respiratory infections due to coronavirus has been identified and linked to an origin in animals. However, four of them have become endemic in humans, while the remaining two have caused serious disease.

The endemic coronaviruses consist of NL63 and 229E, with a probable origin of bats, and OC43 and HKU1, whose origin is presumed to be from rodents. While OC43 is linked to the bovine coronavirus, which caused a pandemic during the end of the 19th century, they are now known for only producing mild symptoms, such as their 10-15% cause of the common colds (Chaplin).

The non-endemic coronaviruses are SARS and MERS. SARS-CoV, unknowingly, originated in China, November 2002. It was first discovered by WHO a couple of months later, in Vietnam. It is believed to have originated from bats, and then crossing to humans through palm civet cats, which were traded for their meat in China. The reported numbers for SARS-CoV are 8098 reported cases and 774 deaths. MERS-CoV, also known as Middle Eastern Respiratory Syndrome, occurred ten years after SARS. In 2012, it was discovered in Saudi Arabia, and was

linked to be the cause of a fatal infection. MERS-CoV is believed to have been transmitted to humans through dromedary camels, while the origin is presumed to be from bats. Differing from SARS-CoV, MERS is currently still prevalent and has spread to 27 countries, so far. The reported numbers for MERS in November 2019 were 2494 infections and 858 deaths.

Just like SARS-CoV, the virus in Covid-19 has been proven to survive on several kinds of surfaces for days, as well as in aerosols for hours. However, cleaning with soap and/or detergent has shown to destroy the virus (Chaplin). In order to help in the prevention of the spread, WHO published a range of documents meant to guide countries in how to manage the outbreak of the disease, which included:

- Infection prevention and control
- Laboratory testing
- National capacities review tool
- Risk communication and community engagement
- Disease Commodity Package (both v1 and v2)
- Travel advice
- Clinical management
- Surveillance case definitions. WHO

On January 11, the first coronavirus death was reported. Only four days after this, WHO confirmed 282 cases, including four which had been spread to other countries throughout Asia. The first reported case outside of Asia came from France on the 24th of January, where three new cases had emerged from people who had travelled to Europe from Wuhan. After five days, the United Arab Emirates followed Europe, and reported their first cases of the novel coronavirus; This was also the day that WHO advised the public to wear masks in the health care setting, during home care and in the community in general. On the 31st of January, the countries in Africa all received a guidance note, stressing the importance of "readiness and early detection of cases" by WHO's Regional Director for Africa (WHO). It wasn't until the 4th of February, that WHO expressed the possibility that asymptomatic individuals could be transmitting the virus to others; This was due to their still limited knowledge and need for further detailed studies, in order to determine the frequency of this presumed occurrence. By late February, the WHO-China Joint Mission on Covid-19 team leaders reported their findings, which stated that in order to lessen the spread of Covid-19, countries needed to "embrace the large-scale implementation of high quality, non-pharmaceutical public measures" (WHO). This meant executing procedures such as contact tracing, isolation,

monitoring/quarantining, case detection, and community engagement. The countries which already had reported cases, were further encouraged to "immediately activate the highest level of national Response Management protocols to ensure the all-of-government and all-of-society approach needed to contain COVID-19" (WHO). On the 7th of March, WHO announced that the amount of globally confirmed Covid-19 cases had surpassed 100,000. The worrying level of severity and spread, in addition to the level of inaction, caused a deep concern; Thus, ultimately leading WHO to having to declare Covid-19 as a pandemic only 4 days after, on the 11th of March (WHO). The rapid increase in the number of cases is likely due to the fact that, even though the disease varies from asymptomatic, subclinical infection and mild illness to severe or fatal illness, then no matter the severity of their symptoms, each infected person is estimated to transmit the disease to three other people (Chaplin). This amount is just on average, some may transmit the disease to even more, or some may be responsible for fewer or none at all, but when using this estimate, a quick calculation shows that: if one person infects three other people, and they then infect three each, then the one original carrier of the disease turns into 243 people 5 rows down, or even 59.049 people if we follow the chain of infection 10 rows down from the original singular person. Now, this is not a precise way of keeping track of the transmission of Covid-19, but it gives us a good idea of how infectious the virus is. Chaplin states that around 50-60% of cases are transmitted during the asymptomatic incubation phase, and that the risk of infecting others remains for around two weeks after a person starts experiencing symptoms. The progression of symptoms can happen fast and is often connected to the second week of having Covid-19. The most common symptoms of infected people in Europe, consist of:

- Fever/chills, 49%
- Dry or productive cough, 24%
- Sore throat, 12%
- General weakness, 8%
- Pain, 7%
- Rhinorrhea, 4%
- And diarrhea, 2% Chaplin

While these symptoms may not sound so severe to many, some people are at a higher risk. The factors that lead to a higher chance of experiencing a more severe disease and/or death when infected with Covid-19, are: Mature age, diabetes, cardiovascular disease, immunosuppression, obesity, chronic respiratory disease, cancer, smoking, hypertension, and even being of minority

ethnic background. While many are searching for a cure or treatment of Covid-19, the many studies risk lacking statistical rigor, due to their small and independent numbers. Chaplin estimates that as China is the country with the most experience in handling coronavirus, they are more likely to have expertise which would prove useful for other countries. While there has been no discovery within drug treatment, China's lack of information on their handling of Covid-19 is still lacking, as their methods are not fully incorporated into the English language scientific literature (Chaplin).

We chose Greenland because of the country's distinctive differences to other world parts, mainly it's isolation in regard to its non-existing physical boarders to the neighboring countries, due to it being an island. This creates a vastly different approach to handling how people travel both within and into the country, which has a landmass of 2,170,000 square kilometers. Another interesting aspect is the relatively sparse population, which only leads to a more tense scenario, when imagining just how devastating it would be if Covid-19 were to spread among the citizens of the country. Another aspect we want to focus on is the foreign trade in Greenland, both the import, due to the country's necessity of receiving extensive trades from Denmark, but also the exports with economic importance.

1.1 Problem Formulation:

How has Greenland taken action, in order to prevent the spread of the current pandemic throughout the country?

And more specifically:

How had crisis communication been utilized in Greenland? And in which ways has it impacted on local businesses?

2. Methodology

The following section will account for the project's methodological considerations, which includes the research design created in order to give an indication of the chosen scientific approach. Firstly, netnography will be presented, to present the gathering of data online, which has been vital in this project. The following part will discuss the thematic analysis method, to show the steps and tools used for the data in this project. Lastly, a short description of the ontological and epistemological positions from the philosophy of science, in order to present where this project stands in those terms.

2.1 Research Design

Our method will follow a constructionist approach. This project will use deductive thematic analysis as a method to analyze qualitative data. A deductive research approach outlines four different stages (Bryman 21). The first stage of this paper began with an existing theory about different strategies within crisis communication as well as data about Greenland. The second stage involved the development of our hypothesis. Our first hypothesis was that our chosen theory would prove to be evident in communications. Our second hypothesis was that the crisis communication strategies used by the organization impacts on people's views about the crisis situation. Our third hypothesis was that Greenland's export industry could be impacted negatively due to covid-19. The third stage consisted of collecting our data from different sources such as press releases, news articles, Facebook comments and academic articles. The fourth stage consisted of analyzing our data to test the result of our hypothesis. We analyzed our data by going through the six stages/principles outlined in thematic analysis to finally discover any major themes. Our analysis has also been done at the latent level. This means that the analysis is focused around understanding the underlying meanings behind our chosen data. Doing research at the latent level means that the researcher needs to interpret what is being said as well as questioning what is being said (Smith 226).

2.2 Netnography

In 1995, Robert Kozinets worked on his dissertation on media fan communities, which led him to developing the netnographic method. Since its creation, many researchers have used the method in order to conduct research across a numerous field, such as: Anthropology, geology, marketing and consumer research, sociology, addiction research, and computer science ("Robert Kozinets"). The method also has a competency to aid an improvement of corporations' consumer insight departments, as well as marketing and advertising agencies, which has led to establish netnography as useful for organizations and companies across the world.

Netnography was established on top of the already well-recognized method of ethnography, by changing the ethnographic research techniques in order to develop a way that could be used in the research of the computer-mediated communications within the emerging cultures and communities of the online world. It is a qualitative research method, which surpasses the traditional ethnography in its advantages of being simpler, faster, and more inexpensive. The online setting provides unobtrusive data, as it cannot be altered or fabricated by the marketing researcher ("The

Field" 63). The type of netnography used in this project is Humanist netnography, as this type of netnography is focused on social and individual issues that aim to improve the self and social, while also seeking public accessibility, action, and activism ("Netnography" 19-20). This corresponds with the focus of our first research question, as it relates to how covid-19 has been handled in Greenland, in order to protect and improve the situation of the self and social in the society, during a pandemic. While the online communities used in netnography include many online formats, such as World Wide Web pages, chat rooms, e-mail list servers, and many more, we have chosen to work with newsgroups ("The Field" 63). The primary source of data from newsgroups is from the Greenlandic news site called Sermitsiaq. This website publishes news articles in both Greenlandic and Danish, in order to provide information to as many of the country's citizens as possible. A way of using netnographic research which receives criticism is when the work is purely based on computer-based data, without including some form of human interaction. Netnography is associated with the notion that human beings should be studying other human beings, in order to prevent turning the data of humanity into decontextualized numbers. In order to prevent this in the project, the data collected is not solely based on newsgroups, but also include press conferences; this provides informative data that contains the presence of humanity, as it allows the presence of the people speaking to the Greenlandic citizens into the data used in the analysis ("Netnography" 7).

2.3 Thematic Analysis

Thematic Analysis is a qualitative data analysis approach, which has no clear origin. But a strategy which is helpful in the use of thematic analysis as Framework, which was created in the UK, at the National Centre for Social Research (Bryman 585). Framework is an approach used to sort the collected data, by putting it into order and synthesizing it. This allows the research to assemble themes and subthemes within the data, in order to construct a display of variables and cases which are relevant to the research. These themes and subthemes are identified by thorough reading, which reveals recurring motifs which can be linked to the data. These themes and subthemes are then put into a grid, which arranges the initial themes into core themes which represent the case for each subtheme within it. In Bryman (2016) it is recommended to insert this material into the cells within a spreadsheet, which contains the themes of the sorted data, with these considerations: Firstly, indicate where each fragment originates from, within the collected data. Secondly, stay as close to the language used in the source. Thirdly, limit the use of quoted material. And lastly, use abbreviation when writing within the cells of the spreadsheet, in order to avoid overfilling them (585). While the use of themes is important in the use of the thematic analysis, the

method does not clearly state how to identify them. This is likely due to the reason, that researchers have different ways of identifying themes. Some analysts consider themes to be the same as codes, while others consider theme to be exceeding of a code, as they consider it to consist of code groups. In order to identify a theme in this paper, the following identifiers will be utilized: Identifying a category within the collected data, checking to ensure that it relates to this paper's research questions, which is supported by codes found in the notes of the data, and finally, that it can provide a theoretical contribution, by its offer of theoretical understanding of the data, within the research focus' literature. The method of thematic analysis lack procedures, which clearly specify the steps to take when using this qualitative analysis, which increases the significance of specifying how themes are identified from the data; As well as, relating these themes to other themes, in order to show which implication this sets, and how it relates to the other literature used in the analysis (Bryman 587). By specifying the steps taken when using this method, it shows that the coding, identification of themes, and the conceptualization each come from a justified approach, which is important when using a method which is not always identifiable in its approach. In order to ensure a correct usage of this method, the following steps, which are put together by Bryman (2016), presents the approach used in this project:

1. Familiarizing the collected materials, such as reading the Greenlandic articles and watching the published press conferences, in order to get acquainted with the data which will be used in the analysis.
2. Sorting the material into initial coding, in order to get a better overlook at the collected data, which in following steps will be sorted more thoroughly.
3. Limiting the initial coding, in order to sort them into themes or higher-order codes. These could be the themes of the different research questions, so sorting the data into the relevance of research into each of the questions. During this step, each code and/or theme is given a name or title, as well as a short memo which summarizes the meaning of each of them.
4. This step can go two ways, the first option is looking for sub-themes within the overall themes made in the earlier steps. The other way it can go, is combining codes into codes of higher order. This mainly depends on how the codes' are developed in the previous step.
   a. Again, give each theme, sub-theme, higher-order code, or code, a name or label in which they will be referred to. This allows references to the literature

to be captured into the themes or codes that underpin them, which will provide the researcher(s) insight into the data. In this project, this could help divide the data into each relevant theme/code, such as, whether if relates to the handling of covid-19 in Greenland, or whether it refers to the sub-question of the effect it has on export/import.

5. Identify the interconnections between the themes and/or codes. This network of links between the themes and/or codes will provide a show of how the data is related to each other, and possibly portray the intensity of some concepts within the research. As the research in this project all relates to Greenland, it is easy to find a connection between the themes of the data, but this step can also help in showing just how closely it is connected. Such as the connection between the handling of covid-19, and the change in the country's export and import.

6. Using all of the previous steps, make an insight into how the themes relate to the research questions and to the literature which is tied to the focus of the research. This will create a justified narrative of the data, which in some cases may lack interest and importance in the first glance. This is rectified by writing a case on its interest and importance in relation to the analysis.

   a. Writing a case on the themes' importance. When justifying the themes, it is important to showcase the themes' implications and interconnections. In addition to this, it is also vital to justify the themes themselves; As mentioned earlier, a transparent account which indicates the steps taken in creating the themes and their usage is essential in ensuring a reliable use of the thematic analysis method. (587-588)

2.4 Paradigm, Ontological and Epistemological considerations

A research paradigm plays a fundamental part for understanding ones research. According to Alan Bryman "a paradigm is what should be studied, how research should be done, and how results should be interpreted" (Bryman 694). It consists of a set of beliefs which can be described through different terms. These terms are described as:

- Ontology
- Epistemology
- Methodology

A fundamental part of the beginning stages in a research is to understand the ontological positions as well as the epistemological positions that exist. This provides us with a holistic view of how we view knowledge as well as how we view ourselves in conjunction with this particular knowledge. The methodology part provides us with a set of strategies to discover this knowledge (Bryman 24). Ontology is concerned with the study of being and what things that exists (Bryman 28). Within ontology we find objectivism as one position. Objectivism believes that truth and knowledge exist regardless of anybody's thoughts and beliefs about that (Bryman 28). Our paper which consists of an analysis of the four communication strategies within SCCT will follow an objectivist approach because we are looking to see whether the four communication strategies feature in the data. The second position within ontology is constructionism. Constructionism is based on the individual's own knowledge, learning and interpretations. This means that the individual's reality is based on those factors mentioned. Our paper will focus on stakeholders' responses to the covid-19 crisis in Greenland. Their responses will depend on their interpretations of the crisis, how they see the world and their lived experiences. Epistemology is concerned with "what is (or should be) regarded as acceptable knowledge in a discipline" (Bryman 24). It questions whether our social world/social sciences can be studied correspondingly to natural sciences. Within epistemology we find positions such as: positivism and interpretivism. For this paper, an interpretivist approach has been used because our analyses are focused on understanding people's point of views and interpret how they view the world.

3. Literature Review & Theory

In this section, a review of relevant literature within the chosen subject will be conducted. The purpose of this part of the thesis paper is to evaluate the different studies that have been written on the chosen subject as well as being able to provide an overview of the literature that is relevant to the thesis. To put the theory relating to this thesis paper into context, a brief explanation of the term 'pandemic' is provided below. Additionally, keywords such as 'pandemic', 'epidemic', and 'outbreaks' are explained to understand the key differences between the three terms.

3.1 World-wide infections

Throughout history, every society around the world has been affected by outbreaks of infection. Infections such as the plague, Black Death, the Spanish flu, and HIV/AIDS are just a few amongst many deadly infections that have shaped history and affected the world's population

throughout time. Infections on such a large scale have not only decimated millions of people worldwide, but they have also caused great damage for many societies with profound effects that often last for centuries. These infections have not only affected and damaged the societal aspects of many societies, but they have also caused great damage to economic and political aspects of a society (Huremović 7). However, what is interesting about the different infections is that they simultaneously have been seen to damage *and* strengthen infrastructures in a given society at the same time. This is according to Psychiatrist Damir Huremović; infections "paradoxically, cleared the way for innovations and advances in sciences (including medicine and public health), economy, and political systems" (Huremović 7). This means that scientists and leaders around the world have been able to obtain more knowledge and to understand the infection in order to find possible cures. Additionally, it has also helped nations around the world to prepare for, communicate and respond if a new infection occurs. A variety of scholars work within this particular field in order to develop theories that help to understand how an organization responds and communicates in a crisis. One of the theories within this particular field is called Situational Crisis Communication Theory (SCCT) and was developed by professors W. Timothy Coombs and Sherry J. Holladay. In this theory, Coombs and Holladay identify different phases in which an organization responds to a crisis. The SCCT theory is elaborated on in a subsequent section and builds the foundation for later analysis of Greenland's response to the COVID crisis.

3.2 Pandemic, Epidemic and Outbreak

As previously explained, planning and preparation for a new and possible infection is important. Thus, technical terms within this particular field are just as important and necessary to understand. Terms such as Pandemic, Epidemic, and Outbreak might sound like they hold the same meaning, but in fact, actually do mean different things. In their book titled *Pandemic Planning*, David R. Black, and J. Eric Dietz states that "One of the most misused terms is pandemic" (Dietz et al. 27). Dietz et al. further argues that this is due to the fact that "Pandemic, epidemic, and outbreak are used in place of one another and as synonyms which is incorrect" (Dietz et al. 27).

The word pandemic originates from the Greek word pandemos, which means "all the people" (Honigsbaum 1939). Dietz et al. argues that pandemics refer to an infection that spreads to a whole country or more continents simultaneously, thus national pandemic plans must be set into action. Additionally, the criteria for a given pandemic is that there is evidence of more positive cases than expected (Dietz et al. 27-28) and procedures are set in place to develop epidemic plans. Epidemic plans are focused on states, regions, and communities in a nation. Plans at state level are

made to try and tackle the different outbreaks that might occur in different places in a country. The criteria for an outbreak are two or more cases evident in a specific area. Such outbreaks can happen anywhere, such as schools, restaurants, shops etc. (Dietz et al. 27-28). Dietz et al. argues that "the only way to make sure that a pandemic has occurred is to compare the number ill with endemic state…The endemic state can be at a low level or at a high level described as hyperendemic" (Dietz et al. 28-29). A Hyperendemic disease refers to a disease that keeps occurring. Examples of such diseases are: AIDS/STD/STIs (Dietz et al. 29).

3.3 Crisis Communication

Every day, human beings, communities, and organizations face crises. Such crises can vary in size depending on the situation. Some crises are expected, and some will occur out of nowhere, which emphasizes the importance and need for crisis communication strategies when they do occur. According to author Kathleen Fearn-Banks, a crisis can be defined as "a major occurrence with a potentially negative outcome affecting the organization, company, or industry, as well as its publics, products, services, or good name" (Fearn-Banks, 2011, p. 2). According to Professor Robert S. Littlefield, crises can vary in size, but they can also vary according to what type of crises they are (Littlefield 1). An example of a crisis could be a natural disaster (e.g., tornadoes, floods). Such crises cannot be controlled and could possibly cause great harm to a specific area and its habitants. Another type of crisis could relate to human errors (e.g., a car crash) which can have a negative impact on the people involved. Lastly, intentional crises refer to crises that occur where an individual, community or organization has played an active part for it to happen (Littlefield 1).

Research within the topic of crisis communication and crisis response began to emerge through various literatures in the late 1980's. In 1988, James A. Benson argued the importance of the connection between crisis type and crisis response and speculated future directions within the field of crisis communication by drawing upon rhetoricians' former ideas from the late 1960's, which argues that situational factors can influence the outcome of communication (Carroll 262). Back then, crisis communication was described as corporate apologia, a concept that was focused on the crisis response strategies which were set in motion by crisis management to protect corporations' reputation/public persona. This meant that corporate reputation played an important factor in the very beginning of crisis communication research and this is still the case today (Carroll 263). Additionally, the research has more or less focused on different parts of the process. Some of the research is focused on crisis communication in the pre-crisis phase, which is the stage leading up to a crisis. Other research is focused on crisis communication during a crisis, while others are

focused on the post-crisis phase. The following section will focus on professor and author Laurence Barton, who explains and outlines the steps an organization takes to prevent a crisis from occurring. Moreover, this section will also focus on the Image Repair Theory by William L. Benoit.

3.4 Pre-crisis

Laurence Barton argues that there are four key elements that an organization needs to have in place in order for the organization to be better and faster at responding to a crisis. The first key element is a management plan, which an organization must update every year. This plan usually consists of important contacts as well as information about what should be done in the event of a crisis. What is important to note, is that the management plan is made as a reference tool that the management team can look through, as it does not consist of different steps on how to respond. The management plan therefore saves time because it consists of pre-collected information ("Crisis Management and Communication"). The second key element is to hire a crisis management team within the organization. All members of the management team should each know what their tasks and responsibilities are in the event of a crisis as this will save time. Barton identifies different types of members that belong in the management team which can vary depending on the type of crisis that occurs. These are listed as: public relations, legal, security operations, finance, and human resources ("Crisis Management and Communication"). Third key element is to test the management plan within the organization every year so that they are up to date on how to respond. Mitroff et al. argue that "Organizations that engage in best practices for crisis management form and train cross-functional teams responsible for maintaining readiness, monitoring for early-warning signals, and coordinating responses when crises occur" (Mitroff et al. 44). The annual training and the distribution of tasks should therefore enhance task performance and decision making the more that it is practiced ("Crisis Management and Communication"). Aside from management training, organizations also have to train their spokesperson in the event of a crisis as organizations must be ready to talk to the media and the public. The fourth and final key element is to prepare the messages you want to communicate if a crisis should occur. This task is carried out by the crisis managers, who develop templates for such messages. These messages usually include statements from top leaders, news releases, etc. ("Crisis Management and Communication"). The purpose of having pre-drafted messages prepared is that they save the organization some time. In this case, public relations also play an important role as they help to create the draft for such messages which will, once they are done, require approval ("Crisis Management and Communication").

3.5 Crisis Response

A great deal of research in the field of crisis response has been conducted. Such research has focused on two specific sections. The first section focuses on the initial crisis response, and the second section focuses on an organization's reputation and intentions. Additionally, a crisis response has to be quick, accurate and consistent for it to have the desired effect ("Crisis Management and Communication"). First and foremost, a crisis response needs to be ready quick, and this requires fast work from the organization as people want to know what has occurred. When any information is given by the organization, an information vacuum is created. Next, it is up to the media to fill the vacuum and deliver the information to the people. Moreover, if an organization decides that they do not wish to speak to the media, other people might do so. This can cause a spread of inaccurate information. This could simply be due to the credibility of the person speaking however, it could also be that the person wishes to ruin an organization's reputation ("Crisis Management and Communication"). Accuracy is also an important factor when delivering a crisis response. People like to receive accurate information about the crisis and how and if the crisis will affect them in any away. Information accuracy can be at risk here, due to the short timeframe an organization has to deliver their message. The consequences could therefore lead to an organization that is viewed as inconsistent ("Crisis Management and Communication"). However, quickness and accuracy are important when it comes to the people's safety as they need to know what steps to take when a crisis occur. Additionally, Scholar David L. Sturges argues that "at the crisis breakout stage, the emphasis should be oriented to instruction as the need to induce immediate behavior responses among audience members increases dramatically" (Sturges 309). Moreover, quick decision making might also help reducing any potential economic damage in the event of a crisis, which will boost the image and reputation of an organization. However, if the information that has been given is incorrect, the decision to deliver information quickly might cause more damage and threat to the public ("Crisis Management and Communication"). Another key element to crisis response is the importance of expressing sympathy for those affected by the crisis. In an article, Scholar Dwane Hal Dean studied people's opinion on organizational crisis response and found that "Firms responding to the crisis with fairness and compassion for those affected were more highly regarded than firms whose response lacked these elements and attempted to shift the blame for the tragedy" (Dean 207). Professor Lisa Tyler argues against this notion, as she notes that there are in fact limitations to this discussion because organizations might try and use their expression of concern as

a way to cover any possible guilt. Thus, critical thinking must also play an important part in the studies of crisis communication (Tyler 63).

3.5 Image Repair Theory and Reputation

Various studies have examined how different organizations tackle the reputational damage that might occur when a crisis hit. Those studies have resulted in various theories. Among these, we find the Image Repair Theory by American Scholar William L. Benoit. The theory focuses on the organization's face/image and the importance of avoiding trouble and maintaining a positive image towards people (Carroll 213). With help from various scholars, Benoit developed his theory based on different cases within politics. The initial study was first built upon President Richard Nixon and how he responded to the Watergate crisis in 1972-1975 by focusing on his way of communicating to the public when this crisis occurred. Similar studies were also conducted regarding former President Ronald Reagan by analyzing how he responded to the Iran-Contra Scandal in 1985. As a result, Benoit's study of crisis response within political discourse eventually led him to create the Image Repair Theory (Carroll 213).

The Image Repair theory describes the face/image as a key asset between individuals and a given organization. If and when an organization's face/image is damaged, repairing needs to be done to create new trust between individuals and the organization. According to the face/image theory, different strategies exist when it comes to repairing ones face/image in the event of a crisis. The first strategy in the Image Repair theory is *denial*. This strategy consists of two types of situations that deal with blame. The first type of situation happens when someone is accused of doing something wrong and simply denies all interference or denies that what they did was offensive. The second type of situation happens when the accused shifts the blame to someone else. This type of situation might work more effectively than the first, because the accused is able to shift the attention to another target. However, situations of denial might not work if the accused does not seem convincing or if the chosen target does not seem like a reasonable choice (Carroll 217). The second strategy in the theory is called *evading responsibility*. This general strategy describes four types of situations that also deal with blame. The first situation is *provocation* and happens when one party is accusing another party of making them perform the act. In this case, the act itself therefore seems like a reasonable reaction. *Defeasibility* refers to a situation that can either be uncontrollable, or where the accused lacks information about a specific situation and therefore commits the offensive act not knowing that the act is wrong. *Accident* refers to an unfortunate situation of mishap and misfortune. Lastly, *good intentions* refer to a situation where the accused

believes that the offensive act was performed with good intentions, thus the blame attempts to be reduced rather than eliminated (Carroll 218). The third strategy is called *reducing offensiveness* and describes six situations where attempts are made to reduce the offensive act. The first situation is called *bolstering* and refers to a situation where the accused party is mentioned for their good qualities. This is done in hopes of protecting the accused party and outweighing the offensive act. *Minimization* refers to a situation where the offensive act is argued to be less harmful than it seems. *Differentiation* refers to a situation where the offensive act is being compared to other offensive acts to prove that the act is not as bad as others. *Transcendence* refers to a situation where a person commits an offensive act because it serves the purpose of something more important. *Attacking accuser* refers to a situation where the accuser is being criticized in hopes of reducing their credibility. Lastly, *compensation* refers to a situation where the offensive act is being rectified by offering compensation to the victims (Carroll 218). The fourth strategy is called *corrective action* which does not deal with blame. The strategy describes two situations where the accused tries to fix the damage, or where the accused tries to prevent the incident from recurring. Such actions are mostly done by the party that has made the mistake. However, exceptions can occur if the party is not in control of the incident, but then promises to correct it for the future (Carroll 218). *Mortification* is the final strategy which describes two different situations. The first refers to a situation where the accused admits their wrongdoing and ask for forgiveness. The second refers to a situation where the accused party express their sympathy but does not admit guilt (Carroll 218). According to Benoit, all strategies can be used both alone or in combination; "I do not claim that more strategies are necessarily better or more effective than fewer strategies. Effectiveness depends on the accusations, the audience, and how the strategies are enacted in the message (e.g., all denials are not persuasive)" (Carroll 218). Thus, one message might work differently with one audience compared to another type of audience. This means that during a crisis response an organization must consider and identify the different audiences that are affected by the crisis and try to meet their interests. In some cases, it is not possible to repair face/image with all groups of audiences which means that the organization in some cases have to choose which audiences are more important than others (Carroll 219). To summarize, the Image Repair Theory focuses on an organization's reputation. Benoit further argues that threats to an organization's reputation is inevitable due to several errors and that the theory will try to highlight and understand such crisis situations. The theory identifies important ideas such as:

- One's image/face can be threatened depending on the communication style used.

- People's perception of one's image/face plays a key role.
- The connection between criticism and defense plays an important role.
- An organization must be able to identify and understand audience(s).
- Identifying possible repairing strategies in order to save one's face/image. (Carroll 219).

3.6 Post-crisis

In the post-crisis phase, the entire organization returns to their somewhat normal state. This happens when the crisis stops being the main focus point for the management. However, the crisis still does require a certain amount of attention. This is due to the continuation of any possible repairing of an organization's reputation and the damage that they might have caused. Any follow up procedures and communication from the organization is therefore vital and follow up tasks must be concluded by the management. The first task for the crisis management team is to provide the people with any additional information. Such information is usually promised to be delivered during the crisis phase. The consequences of not delivering additional information would damage the organizations' reputation in the future ("Crisis Management and Communication"). The organization must also continue to update people during their recovery process, which includes a thorough investigation of the incident as well as solutions to correct the error. Such updates all depend on the amount of information promised as well as the recovery time. Another aspect of the post-crisis phase is to evaluate the organization so that they can improve and prepare for a possible crisis in the future. Additionally, there should also be an evaluation of the specific exercises that prepare the organization in the pre-crisis phase. Finally, all information will then be gathered and integrated into the other two phases which will improve the overall crisis communication within the organization, to the media and those affected ("Crisis Management and Communication.").

3.7 Situational Crisis Communication Theory and Reputation

Particular paradigms within the studies of crisis communication have seen to be more dominant than others. In this case, we find the Image Repair Theory by Benoit as well as the Situational Crisis Communication Theory by Timothy Coombs and Sherry J. Holladay (Kim et al. 446). The situational Crisis Communication theory (SCCT) proposes that it is the specific crisis situation that influences what type of strategies the crisis management team uses to respond to the crisis. Additionally, SCCT is based on research about organizational reputation during a crisis situation which means that the theory is mainly used in public relations research (Sellnow et al. 91).

The theory was in part developed as a reaction to James A. Benson's discussions on the connection between crisis situation and the response. However, trying to link the two concepts theoretically proved to be difficult, thus Coombs and Holladay drew upon Attribution Theory to make that connection (Carroll 263). The Attribution theory was developed by Fritz Heider and subsequently studied by a variety of social psychologists including Harold Kelley and Bernard Weiner. The theory posits that it is a natural part of human beings' cognitive behavior to try and find the cause of events and the cause of other people's behavior. When human beings try to understand the cause of others' behavior or an event, they attribute these to internal factors which relates to the person involved or external factors which relates to the environment and the situation. Such attributions will therefore determine and influence how people react to a certain behavior or event (Carroll 263). Attribution theory is focused on responsibility in a given event. An example of an event could be a crisis that occurs. In this case, people want to know how and why the crisis occurred and how it might affect them, thus attributions would most likely be made about the situation (external) or those involved (internal). If those involved claim responsibility of a negative event such as a crisis, it makes people view them more negatively because they claim that they are responsible (Carroll 263). SCCT uses the element of responsibility to connect crisis situation with response. When attributions increase, the crisis management team must use certain response strategies that do not involve immediate acceptance of responsibility but increasingly accepts some level of responsibility. By matching their response strategies with the level of expected responsibility, the organization might be able to uphold a good reputation. Furthermore, SCCT focuses on how effective crisis strategies prove to be, based on how well an organization manages to uphold and repair their reputation in the post-crisis phase (Carroll 264).

SCCT describes three types of information which are typically needed in the event of a crisis. The first is focused on informing stakeholders about what they can do in order to protect themselves, which is the primary response in the event of a crisis. The next stages involve adjusting information which means informing stakeholders about what exactly happened, how and why it happened as well as where and when it happened. This is being carried out to help the stakeholders cope with the situation. When an organization has given out instructions and adjusted their information, they can start to address their reputation (Sellnow et al. 91). Coombs and Holladay posit that there exist four postures/clusters in which strategies can be organized into:

- Denial strategies
- Diminishment strategies

- Rebuilding strategies
- Bolstering strategies

Denial strategies seek to remove any organizational responsibility for the crisis. The response in this situation is normally to confront the accuser(s) or argue that the crisis does not exist. An alternative response could also be to blame another party. However, it is important to note that this kind of strategy should only be used if it is certain that the organization is not responsible for the crisis. Diminishment strategies seek to minimize the organization's responsibility during a crisis. Strategies as such involve finding excuses for what happened or justifying their actions. This strategy is mostly used when it is not the organization's wrongdoing and when there are victims involved. However, if a crisis occurs because of an accident caused by the organization, then is strategy should only be used if the organization has a positive reputation with no crisis history. Rebuilding strategies seek to focus on improving an organization's reputation after claiming that they are responsible for a crisis. This involves apologizing to those who have been affected by the situation. It can also involve compensating those who have been affected. Such strategies shall mostly be used when an accident is the cause for the crisis and especially if the organization has had a history of crisis which has led to negative reputation. Additionally, the organization must also prepare such strategies in the event of a crisis which is predicted to happen; thus, it may damage the relationship between stakeholders and organization. Bolstering strategies focus on building a good relationship between an organization and the stakeholders during a crisis. In this situation, the organization tries to remind the stakeholders of the good things that they have achieved as an organization as well as thanking them for their support. Additionally, bolstering strategies can be utilized in combination with the crisis strategies mentioned above (Sellnow et al. 92). It is predicted that the four overall strategies are effective in the event of a specific crisis situation. However, it is important to remember that every crisis situation is unique, thus the reactions to an organization's response might be completely different depending on the situation. It is, however, important to prepare for any kind of crisis situation as much as possible as well as the response that will follow.

Prior to determining which response strategy fits best in the event of a crisis, an organization must evaluate any possible reputational threat by going through feedback. This gives the organization an idea of where they stand in terms of reputational threat (Sellnow et al. 93). Coombs and Holladay argue that there are three factors that need to be identified by the organization which will fully enable them to understand the crisis situation. The first factor that needs to be considered

is determining the crisis type. In this category, three types of crisis are identified based on the level of responsibility:

- Type 1: A crisis situation where the organization may be the victim.
- Type 2: A crisis situation where it is possible that the organization is responsible
- Type 3: A crisis situation that happens because of an intentional act

The second and third factors are identified as crisis history and reputation. An organization that holds a negative crisis history as well as a negative crisis reputation will most likely experience less support and more critique from stakeholders (Sellnow et al. 93). Once an organization has taken such factors into consideration, the spokesperson will select the response strategy that fits best. Additionally, SCCT describes a set of thirteen different recommendations that will help the organization to reduce any reputational threat:

- An organization must instruct information to victims. This can be done by warning them or giving them directions for protection.
- An organization must adjust their information. This is done by showing sympathy and concern for the victims involved. However, it is important to note that instructing and adjusting information only works for organizations that have no crisis history or negative reputation.
- Diminishment strategies should be used when an accident was the cause of the crisis and when the organization has no prior crisis history or negative reputation.
- Diminishment strategies should be used when an organization is perceived to be a victim of the crisis and when the organization does not have a crisis history or negative reputation.
- Rebuilding strategies should be used for a crisis caused by an accident and when the organization has a crisis history or negative reputation.
- Rebuilding strategies should also be used for preventable crises.
- Denial strategies should be used when an organization is accused of something that is not true.
- Denial strategies should be used if a stakeholder challenges the organization and that challenge is not justified.
- If an organization is challenged, they should promise to correct their errors (adjust information) if other stakeholders support that specific challenge.
- An organization can use reinforcement in combination with other strategies.

- When it is clear that the organization is a victim too, they should only respond accordingly if the crisis has occurred because of things that they cannot control.
- An organization must be consistent; thus, denial strategies should not be mixed with diminishment and rebuilding strategies.
- An organization can utilize diminishment strategies with rebuilding strategies. (Sellnow et al. 94).

3.8 Application

Various applications to SCCT have been utilized by testing the theory in practice. Amongst those, we find Choi Yoonhyeung and Lin Ying-Hsuan's article titled "Consumer Responses to Mattel Product Recalls Posted on Online Bulletin Boards: Exploring Two Types of Emotion". In this article, Choi and Lin apply SCCT to understand stakeholder's emotional response to the Mattel crisis in 2007 with a specific focus on parents' response. At that time, Mattel had to recall several toy products which were imported from China because they contained a high level of chemicals and toxins (Choi et al. 200). Choi and Lin put emphasis on the need for more study within SCCT to understand stakeholders' emotional response and emotion during a crisis as these play a significant role in crisis communication (Choi et al. 204). The data was collected from different postings during four different recalls which were made by Mattel in 2007 as well as bulletin boards which were targeted at parents. The research showed that "the most frequently blamed organization for the recall was Mattel, followed by China/Chinese Government and Chinese manufacturers" (Choi et al. 203). The analysis identified eleven different emotions associated with the topic crisis responsibility which were then categorized as attribution dependent emotions and attribution independent emotions (Choi et al. 201). The results show that "anger, surprise, worry, fear, contempt and relief were associated with attribution, as crisis responsibility was a significant predictor for these emotions" (Choi et al. 201). Moreover, the results also show that feelings such as "alert, confusion, disgust, shame and sympathy were not found to be associated with crisis responsibility" (Choi et al. 201). Anger was the strongest emotion associated with crisis responsibility in the first category whereas alert was the strongest in the second category. Based on the results, Choi and Lin argue the need for future research on independent emotions due to prior research which has only focused on dependent emotions. According to Choi and Lin, such research might also show if "independent emotions might change, depending on crisis types and crisis response strategies" (Choi et al. 205). In their research, Choi and Lin express their concern for alertness being the most frequent response

amongst participants and expressed that "alert at the early stage of a crisis can significantly influence organizational reputation" (Choi et al. 206). According to Choi and Lin, such results show that any organization must come up with strategies that will try to reduce alertness in the beginning stages of a crisis (Choi et al. 206).

3.9 Limitations

The ability to communicate across the world and share content with one another has become the easiest thing to do. This is due to a large variety of social media platforms that enable us to do so. This change also means that organizations are able to utilize crisis communication to their stakeholders on social media platforms. The increasing use of social media led a variety of scholars to question if crisis communication strategies can be applied to this change and to ponder if this could provide new strategies within crisis communication. Such studies have introduced a newer concept within crisis communication called social-mediated crisis management (SMCM) which is set to understand "the social-mediated dialogue between the organization and its public(s) prior to, during, and after the negative occurrence" (Cheng 58). In her paper titled "How Social Media is Changing Crisis Communication Strategies: Evidence from the updated literature", Yang Cheng argues that former theories within crisis communication such as SCCT and Image Repair theory both have "failed to consider the impact of social media, which was changing the field of crisis communication" (Cheng 58). This conclusion was made based on Yang Cheng's review of the traditional key approaches within crisis communication theories which were more focused on organizational reputation than stakeholders. Additionally, Cheng also completed a content analysis of several academic articles examining crisis situation and the strategies used. From this analysis, seventy-three articles concerning SMCM were identified. Cheng's findings show three prominent perspectives within SMCM research: organizations, social media, and stakeholders (Cheng 60). Forty percent of the articles focuses on stakeholders and their use of social media platforms which proves to be the most dominant perspective within SMCM research. The research within SMCM articles also identifies an increasing focus around understanding stakeholder's motivations and emotions when using social media as well as how they identify themselves on social media and how they create content during a crisis situation (Cheng 60). Cheng's analysis also shows that the majority of the SMCM research actually do utilize traditional crisis communication strategies from theories such as SCCT and Image Repair theory. However, the SMCM research does not challenge, nor does it modify those strategies (Cheng 60). Cheng's comprehensive review of the SMCM research also provides a set of new perspectives when it comes to organization, stakeholders, and

context. Scholars such as Yan Jin and Brooke Fisher Liu focused their studies on the organizational perspective by applying SCCT with Rumor Psychology theory by Nicholas DiFonzo (Cheng 61). This led to the construction of two models within crisis communication. One of the models is called the social-mediated model which builds upon the assumption that the origin of a crisis is suggested to affect attribution of responsibility. This means that if a crisis situation originates from an internal position, stakeholders might require that the organization takes more responsibility (Cheng 61). The increasing focus on the stakeholder's perspective during a crisis has also led to a variety of research within that field. Together with Yan Jin, Lucinda Austin based her studies on the social-mediated model in order to analyze how people searched for information during a crisis. Her findings found different factors encouraging or discouraging people's use of social and traditional media. Factors such as convenience, involvement as well as personal recommendations play a part in encouraging people to utilize social and traditional media. Opposite factors such as information overload, low credibility, humor, as well as people's attitudes about social media were found to discourage people's use of social media platforms (Cheng 61). The third perspective focuses on context. In this instance, Cheng uses China as an example. Cheng argues that this is due to the fact that both the Chinese government and that Chinese corporations have utilized a more dominant relationship with their stakeholders. This is different from many other countries and organizations who would use a more accommodative strategy to create a good relationship with their stakeholders. Procedures in the pre-crisis stage involving lying, bribe offering, covering up and media manipulation are just a few among many strategies which the Chinese government and Chinese corporations utilized during different crises (Cheng 61). As an example, professors Tao Sun and Zixue Tai investigated the SARS epidemic outbreak in 2003 and found that stakeholders were provided with incorrect information from the news and newspapers This was due to officials controlling what was going to be said on the news and in the newspapers, thus the number of infections were found to be incorrect (Sun et al. 1000).

Cheng's comprehensive review of the literature shows a contradictory pattern within SMCM research when it came to the discussion of the effects of social media in relation to crisis communication. Some scholars believe in the positive effects of social media. In their article titled "Is the medium the message?" scholars Friederike Schultz, Sonja Utz and Anja Göritz compared social media to traditional media and found that, when organizations utilize information about a crisis on social media, the response from stakeholders tends to be less negative compared to crisis information utilized through traditional media such as newspapers (Schultz et al. 24). Conversely,

some scholars believe that utilizing crisis communication through social media could lead to more challenges than positive effects. In her article titled "*Organizational Image Construction in a Fragmented Online Media Environment*", Scholar Dawn Gilpin focused her research on social-media platforms to determine how they construct organizational image. Over a six-month period, Gilpin observed and analyzed the American supermarket chain Whole Foods and how they presented themselves on social-media platforms such as newsroom, blogs, and twitter (Gilpin 265). Her focal point was to examine if the organizational image would change depending on what media channel the information came from. Her studies found that Whole Foods uses a variety of social-media channels to distribute information. This helps reinforce the company and build a good relationship with stakeholders. However, Gilpin also notes that it is important to consider that due to the large variety of media channels, the information being distributed could end up painting a false picture of the company (Gilpin 284). The results of the SMCM research mentioned above shows the need for more attention to stakeholders and the context of the situation, as these factors play an important role in how crisis communication is communicated and understood. Moreover, the research also shows that scholars within SMCM share different opinions about the function of social-media platforms. However, it is clear that scholars within SMCM do acknowledge and agree that social media holds a lot of power in today's crisis communication.

4. Background

Greenland's population is reported to be around 56,000, who live on the 410,449 square kilometers which are free of ice. Out of all its inhabitants, it is estimated that 50,252 are citizens who were born in the country, while the rest is mainly Danish work-force ("Grønland i Tal" 7). In the past, the Danish work-force in Greenland reached 10,000 people, but it has declined by a couple thousands since. While there are over a hundred settlement throughout the island, the majority of the population resides in the six largest towns, which are: Nuuk, Sisimiut, Ilulissat, Qaqortoq, Maniitsoq, and Aasiaat. While these are the biggest cities in the country, their inhabitants only reach 17.984 for the biggest, which is the capital Nuuk, and down to 3000 for the last three towns on the list. In January of 2019, this led to 48.723 people who reside in the cities/towns, which is more than 60 percent of the population; The rest of the 7031 inhabitants are spread out within more than a hundred settlements, sheep stations, and trading posts, where the population can range from only a couple to around five hundred ("Grønland i Tal" 37). Travelling within the country requires either a boat/ship, helicopter, or plane, due to the island's nature of landscape and distances, which prevents

road connections between each individual town or settlement in the country. Even though the air traffic on the island is greatly established with the main air traffic hub in Kangerlussuaq, and runways in the majority of the biggest towns, then shipping still remains the most essential infrastructure element. This is both in regards to the volume and value of the transport, as Greenland needs their well-developed freight system to handle the consistent transports of import and export, with Denmark in particular.

Greenland managed to achieve self-government on 21 June 2009, which meant that the Greenlandic language became the official language in Greenland and that the Greenlandic people attained ownership of the living and subsoil resources. The grants from Denmark was also fixed, in relation to the economic agreement, at a yearly 3.2 billion, index-linked. Even with the self-government, Greenland still maintains their representation in the Danish Parliament by two members; And while most legislation originates in the Greenlandic Parliament, the Danish Parliament and the Danish administration covers the administrative matters which were not transferred to the Greenlandic Home Rule, and continue to issue acts and directives in areas, such as: Police, legal system, foreign policy, oceans, and the surveillance of Greenlandic waters. However, Greenland can assume control over the not already transferred areas, whenever it wishes, although, it would be devoid of the financial compensation. The Greenlandic people have the option to decide when Greenland becomes entirely independent, due to the Self Government Act, which would let the final matters be assumed by the former upper house of the Danish Parliament. The Greenlandic Parliament is made up of 31 members who are elected every four years, at least, by a general election. The members of the Parliament then vote, in order to approve the member appointed by the head of Inatsisartut, to formally approve their position within the Parliament; those within the Parliament then serve as a minister with each of their individual areas of responsibility (Axmark).

The fishing industry in Greenland is one of their most profitable resources, as more than 200 species of fish, mussels, and crustaceans have an abundant amount of their fundamental feed basis, phytoplankton; The phytoplankton thrives in the waters around Greenland due to the long and sunny summer days, paired with the nutrient salts that arrives with the water from melting snow and ice. This makes Greenland's seas some of the most productive in the world. To utilize this, Greenland's fishing fleet consists of roughly "800 cutters and vessels of less than 10 gross register tons and some 70 sea-going vessels of more than 81 gross register tons" (Axmark). The towns with more advanced harbor facilities primarily work with trawlers, while smaller vessels can be found in

settlements. For industrial fishing, dinghies are used, of which there are around three to five thousands; However, the majority of the dinghies are only used for leisure fishing. In Greenland, two quota systems allocate the right to exploit the main fish resources:

- Deep sea fishing – this fishing method distributes the exploitation on ITQ (individually transferable quotas).
- Fishing near the coast – here, the fishermen are allocated a specific catch capacity, instead of right linked to specific quantities. This catch capacity can also be transferred between the fishermen.

The most profitable commercially exploited species, which brings in approximately 1.2 billion to Greenland's economy, is the cold-water prawn. In the past, cod fishing lost the economic importance it once had, but it seems that the decline is taking a turn, as climate change seems to have positive effects on its recovery. But in the meantime, Halibut took its place, and contribute more than 500 million, with its annual catch of 10,000 tons. Other significant catch with economic importance, is: Salmon, catfish, Norway haddock, Atlantic halibut, and char. Another income which annually brings in 133 million, is an agreement which gives foreign nations around 80,000 tons to their considerable fishing. The key agreement is made with the EU, by the Greenland Home Rule, but other countries, such as Iceland, the Faroe Islands, and Russia have all made agreements with Greenland on their own. When looking into which companies that manage the fishing industry, one clearly stands out. Royal Greenland A/S, which is the largest company in Greenland, is a Home Rule owned company, who manage the majority of Greenland's fishing industry. The company owns several of the sea-going trawlers, which primarily produce prawns that are frozen at sea. In addition to four factories and several trading posts throughout Greenland, they also have factories in Canada, Norway, Denmark, Germany, and Poland. In addition to being the largest company in Greenland, Royal Greenland A/S is also stated to be the largest retailer of cold-water prawns in the world; Their product is sold throughout the northern European market, as well as at the Japanese market. A smaller company, which still has around 25 factories in settlements and small towns in Greenland, is the Home Rule owned Arctic Green Food A/S. This company primarily sell on the domestic market, as they provide local fishermen and hunters a place to sell their catch to the local communities. Other resources found in Greenland, are raw material deposits; But due to difficult access and rough natural conditions, the commercial exploitation of these have been limited. Some of the former and on-going raw material mining in Greenland are:

- Fiskenæsset – rubies.

- Fiskefjord in Maniitsow – olivine.

- Maarmorilik – silver, zinc, lead, and marble.

- Ivittuut – cryolite.

- Qullissat – coal.

- Mestersvig – zinc. (Axmark)

Mining has mainly been considered to be secondary to fishing, in regards to its contribution to Greenland's economy, but the expanding international interest in raw materials and energy create a strong possibility of increasing mining's economic interest. However, even with these seemingly economically beneficial exports, it is important to remember that the foreign trade in Greenland is dominated by the import, due to the country's necessity of receiving extensive trades from Denmark. So while export revenue is set around 4 billion, the total of imports is estimated to be 5 billion ("Grønland i Tal" 38). This is also due to the prices for fish and prawns lowering, while imported products such as oil and petrol is increasing. In order to cover this trade deficit, Denmark provide an annual block grant of approximately 2.4 billion to Greenland. They are also the main recipients of Greenland's exports, among the 90 percent which are exported to the EU.

5. Analysis

This section will examine the findings of the data, by utilizing thematic analysis, in order to find the information needed to answer the research questions.

5.1 Findings – Press Conferences

This section will be applying thematic analysis on a variety of press conferences and articles relating to the actions Greenland has taken, in order to prevent the pandemic reaching its citizens. This has resulted in pinpointing the major themes, where findings within the final and chosen themes will be presented below:

- The benefits and disadvantages of Greenland

- Government management

- Citizen involvement

- Global impact

- Domestic and foreign travel

5.1.1 The advantage and disadvantage of Greenland

The first major theme to be looked into, is which benefits or disadvantages a country like Greenland has faced during the COVID-19 pandemic. The most important factor in this theme, is the unique isolated nature of Greenland, which consists of 74 isolated places. The many mountains in the Greenlandic nature means that each place is isolated, with no roads connecting them to the next place. This separation between cities, towns and settlements in Greenland means that travelling between places requires additional effort, as you would need to travel by water or air. This provides both advantages and disadvantages in relation to the handling of the pandemic. The isolated nature means that the government has more control over the movement of people in the country, such as prohibiting all travel within either one, some, or all places. As the Premier of Greenland puts it: "Our country is unique in such a way, that we are 74 isolated places, which can be shut down individually. That way, we can keep the infection away from some towns and settlements, says Kim Kielsen in a press conference Thursday" (Appendix 3). This advantage has also meant that Greenland has experienced periods of time with no positive COVID-19 cases, in a time where many other countries experienced the spread of infection throughout their citizens. There are, however, some disadvantages to this factor too, as the isolated nature and extensive transport system also effects the movement of essential items or people. One of these moments, was when the Chief Medical Officer, Henrik L. Hansen stated that there was some uncertainty of when they would be receiving a new supply of test kits, while also experiencing some difficulties in sending out tests to Denmark, when there were no other alternative local options in Greenland (Appendix 3). Another way Greenland has a disadvantage, lies in the need for importing essential personal, specifically those working in health care. This is a disadvantage, as the people coming in to the country to work may unknowingly bring the virus with them, but it is a necessity, as Greenland does not have the capacity of handling a possible epidemic within the country on their own; and as they are called, the people flown in are a part of the *essential* personnel. While incoming health care workers may pose a slight disadvantage, they are also part of the advantage in Greenland being a part of the Danish Kingdom. Because, while they may risk bringing in the virus, they are more likely to help in the prevention of it, by helping in the necessary testing, and caring of travelers or possibly exposed citizens. Additionally, being part of the Danish kingdom brings another advantage in fighting the spread of infection, as the Greenlandic people are secured the vaccine through Denmark.

The European Commission has made an agreement with the pharmaceutical company AstraZeneca, which guarantees the EU the right to buy 300 million doses of the vaccine. If

the vaccine gets approved, Denmark will receive a certain proportion of the doses, and this bodes well for Greenland and the Faroe Islands. If the vaccine proves to be effective and safe, Denmark has secured doses which corresponds to, approximately 2,4 million Danes getting the vaccine – including citizens from Greenland and Faroe Islands, says Minister of Health Magnus Heunicke (Soc.) at a press conference Friday morning. (Appendix 3)

While Greenland is not a part of Europe, it is a part of the Danish Kingdom, just like the Faroe Islands, which makes the citizens of the two countries Danish citizens, and as Danish citizens, the people of Greenland and the Faroe Islands will have access to the vaccine. So, while Greenland's isolated nature and status has had an effect on how the pandemic has been handled, another and more important theme, is which preventative strategies or measures the Government of Greenland has used in their management of the worldwide pandemic.

5.1.2 Government management

The Greenlandic Government has, throughout the year 2020, published many restrictions according to the current situation in the country; so this major theme will unfold the development of the published restrictions and bans which has been a part of the country's preventative strategies. The first published list of preventative measures only *encouraged* the following, at bigger events:

- Send out or put up informational material which advises against the participation of people who have any symptoms of airway infection, as well as precautions (hand hygiene and coughing etiquette, as well as behavior),
- Secure easily accessible hand sanitizer or wet wipes.
- Place chairs further apart than normally, and to ensure that participants leave the event under a more controlled conditions than usually.

    Keep an eye out for participants who may cough or sneeze, with the purpose of contemplating whether the person in question should be attending the event. (Appendix 3)

There were no current COVID-19 cases in Greenland, at the time the list was published, which also means that there were no limit to the allowed amount of people at the event. This, however, did not stop the municipality of Sermersooq, which includes the capitol, from releasing a list of restrictions upon its employees only a few days later. These restrictions mainly revolved around limiting unnecessary trips and involvement in events and/or activities with 500 participants. Shortly

thereafter, the municipalities of Qaqqata and Kujalleq published their own version of restrictions, which were mainly identical to the ones published by the municipality of Sermersooq. The municipality of Qeqertalik, however, surpassed these restrictions with their own stricter version. The difference being, that they prohibited all travel outside of Greenland, limited domestic travel, and lowered the maximum allowed amount of people in events/activities down to 100; all big events related to Timi Tarnilu, which is responsible for "sports, culture, leisure, health and prevention", were also cancelled (Appendix 3). The following day, on march 12th, the municipality of Sermersooq sent out an updated version of their restrictions, which stated:

- Only urgent business trips are allowed – and all business trips are to be judged by a manager.
- No employees are to participate in events, activities, or courses.
- No employees are to participate in external meetings.
- All employees whose health puts them at high risk are encouraged to work from home, take time off, or take a vacation. This is arranged after concrete assessment and agreement with a department head.
- All employees who have departed from areas, which are included on the Ministry of Foreign Affairs travel guide list, are to go into a 14-day home quarantine.
- All employees who experience influenza related symptoms are obligated to stay at home. (Appendix 3)

These preventative measures were made in accordance to an advisement made by the crisis staff. Along with this sharpened list of restrictions, they also discouraged all visits to nursing homes, in order to keep the elder citizens safe. Although, they announced the following day, that they had chosen to keep daycares and schools open. This was reasoned by pointing out that it would likely end up giving many parents trouble, in having to find alternative care options or possibly having to take time off themselves to care for their children, which could effect the society if they happened to be essential workers in vital work places, such as in the health care or nursing homes. But while they chose to keep daycares and schools open, they assured that precautions had been taken, in order to avoid too many children being grouped together (Appendix 3). On march 16th the Premier of Greenland announced that the first case of COVID-19 had been identified. This initiated precautions that were made in order to handle the country's new situation, including an intensification of investigating as many people as possible. He also stressed the importance of citizens following the new recommendations, in order to prevent the risk of the infection spreading,

now that the virus had entered Greenland. The Chief Medical Officer followed this up, by stating that they had no interest in closing the schools yet. They considered it better to have the children gathered in a controlled environment, rather than them meeting up in private, in what may be a small room with no space for proper distancing (Appendix 3). The following day, it was announced that the Premier of Greenland, Kim Kielsen, with the support of other party leaders, made the political decision to close schools and stop air traffic. The schools were to close on march 23rd and stay so for a duration of 14 days. The air traffic closing included both domestic and foreign flights. These changes applied to ordinary citizens, as the schools would continue to stay open for the children of parents working at essential workplaces, such as in health care or police, and flights would continue freight transport and essential flights, such as emergency flights for patients or bringing in essential workers from other places (Appendix 3). On march 18th, the second COVID-19 case was found in Greenland, which also happened to be in Nuuk. This led to stricter preventative measures being taken in the capitol alone, in order to ensure that no other cases would arise.

> The person lives in Nuuk and can have infected others in the city, Kim Kielsen states. Therefore, an emergency response is initiated at 4pm today, where the epidemic commission will prohibit events and gathering of people more than ten. This applies to both indoor- and outdoor events. The restriction only applies to Nuuk and for three weeks. Nuuk mall, bars and sports centers, including gyms in Nuuk are closed. Guests at restaurants, bars and cafes are not allowed in Nuuk. Take away is still allowed. All traffic out of Nuuk – including in own vehicles – is prohibited. All educational facilities and day cares are closed, but emergency care is provided. The closing of schools have been moved up to start tomorrow. Grocery stores are kept open. Customers have to remember to keep at least to meters distance to one another. […] The authorities have also closed all outgoing flights from Nuuk from 4pm. Thus, Nuuk will be completely isolated. (Appendix 3)

Fundamentally, all leisurely activities have been put to an end, while only the strictly necessary ones remain. The maximum allowed gathering of people is at 10, which has a difference of 90 people when compared to the municipality's prior released restrictions. These localized comprehensive measures strictly limits all public interaction, including putting a stop to all traffic out of the city, which essentially locks all those within the capital in with each other, in order to prevent them mingling with the rest of the population outside of Nuuk (Appendix). The Chief of Police did, at the press conference, clarify that while leaving the capitol was prohibited, the citizens

of Nuuk were allowed to take their dinghy out to go fishing or hunting in nature, as long as they returned afterwards (Appendix 3). The Chief Physician in Infectious Disease Epidemiology and Prevention at the State Serum Institute considers Greenland's strategy as reasonable. He explains his view on it, as such:

> It is possible to avoid the spread of infection arriving, and at the same time control the few cases which have been identified, due to the country's isolated geography. The expert believes, that the country has a good prerequisite for getting sensibly through the crisis. If the boarders were kept open, many infected would likely arrive, and the spread would happen too rapidly in regards to what the healthcare system could handle, he says. Even though the country has to open up for travelers at some point, he believes that the postponement may have a great importance. By closing now, they lessen the strength of the virus, for when it arrives. When we reach further into the spread of the epidemic, a large part of the people in Denmark and the rest of Europe will have already been through it. They will then be immune. This lessens the risk of those who travel to Greenland being infected and bringing it with them, says Anders Kock. In this way, the curve will have flattened and the situation will be easier to manage, he concludes.

He present a potential outcome and prediction based on his expertise, which praises the preventative strategies Greenland has utilized, while also giving a potential outcome, if Greenland continues to exceed in their management of the pandemic. One of the preventative measures Greenland has taken, is keeping track of all of those infected and those who have been exposed. While the Chief Medical Officer states that there is no actual register over them, he assures that the health service in cooperation with the police has an overview of the infected. Another preventative measure taken is choosing to ban the sale and serving of all alcohol with a 2,25 volume percentage alcohol or higher, with the reasoning of protecting children during these times. Their published reasoning says:

> In a situation where schools, institutions, restaurants and pubs, as well as cultural events are closing, has led to the alcohol use in homes are being monitored closely by the authorities, a press release states, shortly after 8pm where it was no longer possible to buy alcohol in the stores. […] Kim Kielsen says: In such a special situation, we have to take precautions in order to avoid the spread of infection. But the core of my decision lays in protecting the children, they must have a safe home. I hope, that we as a society look at children's conditions as a common cause, that we all contribute to a safer society.

So while the choice does have the preventative motive of lessening the risk of infection spreading amongst drunk people, who might forget to keep restrictions, the more important reasoning is to ensure a safe home environment for the children; especially with them spending more time at home, due to the closing of schools. On April 12th, it was announced that the reopening of Nuuk was underway. "The last person who was found infected got tested on march 16th. The last person who was infected locally got tested at the end of march," the Chief Medical Officer, Henrik L. Hansen informs (Appendix 3). Due to this, the risk of a local spread of infection is seen as nonexistent, and Nuuk will, therefore, receive the same restrictions at the rest of the country, if no new cases are found. But it is also important to remember, that while the limit of people gathering will rise to one hundred again, the government still advices that as many as possible work from home. The Premier of Greenland reminds people that while the reopening of Nuuk mall is being worked on, people still have to respect the restrictions. While the stores in the mall might open, the mall itself will not serve as a place to hang around. The reopening of schools is also underway, but will be arranged in such a way, that the children will be spread out into different time periods, in order to limit the interaction of the different classes; such as it is done amongst the rest of the country's schools (Appendix 3).

The Chief Medical Officer informs, that the new testing machine had been put into use at Nuuk's own laboratory the day prior. There is currently being taken two tests from each patient, to be analyzed. One test gets analyzed in the laboratory in Nuuk, and the another test gets sent to Copenhagen for analysis. Thus far, it seems to be working. We are initially sending tests to Copenhagen, in order to ensure that the laboratory in Nuuk is working optimally. Then we will start to analyze the tests here on our own. We can handle the test capacity on our own, with the amount of tests that we get here in this country, says Henrik L. Hansen concerning the new test machine. (Appendix 3).

The new improvement within Greenland's handling of tests, is a step in the right way, as the country will be able to handle their testing of people on their own. The dependency of sending tests to Denmark has, as stated earlier, had some difficulties, such as coming across delayed flights both within and out of the country. So, this would hopefully improve the waiting time for results, which is important for both those stuck in quarantine until they get their results, or the Greenlandic government's reaction time to a potential COVID-19 case in the country. The government decided that due to the return of no active cases, the ban on alcohol was to be discontinued. With the society slowly reopening and cases down to zero, the Premier of Greenland states that while it was important to ensure a safe environment for children and reduce the risk of infection, the situational

change now diminishes the need to extend the ban on sales and servings of alcoholic beverages. The reopening of stores, after having been closed for close to a month, have also meant the release of preventative strategies that the businesses are to utilize, in order to limit the spread of infection for both employees and customers. They are:

- Make sure that all employees complies with the recommendations regarding good hygiene and appropriate behavior.
- Put up informational posters, advising people with symptoms to isolate themselves at home and to contact the health care.
- Put up informational posters about good hygiene and appropriate behavior.
- Make water and soap and/or hand sanitizer as available as possible to customers and visitors.
- Use gloves when selling non-wrapped foods.
- Follow the requirement of arranging the premises in such a way, that every customer has a floor area of 4m2.
- Keep an eye out for lines or large assemblies within the store.
- Make sure that people do not gather in the indoor areas of Nuuk Mall. (Appendix 3)

Along with the reopening of stores, the Epidemic Commission has decided to repeal, the several week long, travel ban. This decision was made after the capitol remained case free in two weeks. But while the capitol is now equal to the rest of the country, in regards to restrictions, the government still recommends that all flights remains limited to the most necessary (Appendix 3). In addition to this development, the amount of people allowed at a premises is changed to half of the allowed amount in accordance to the premises' fire safety regulations. This means that restaurants, cafes, and pubs are allowed to open back up, as well as hairdressers and other professions, if they reduce the amount of allowed customers according to the restrictions. This restriction also allows people to go work out at sports clubs and gyms. In the middle of May, the Government of Greenland announced their plan of utilizing three opening phases. In this context, the Premier of Greenland, proposed that the members of the Greenlandic Parliament should get the opportunity to discuss and give their input on the subject, before the government decides on the starting date of the first phase. Another thing the Premier of Greenland presents, is a debate amongst the elected representatives, concerning whether Greenland should open back up to the world. While the country has an established "containment strategy, emergency preparation, communication plan and are

prepared," it is still something that has to be jointly assessed in relation to the situation. The first phase contains the following requirements:

- Test between 5 and 2 days before departure from Denmark (When depends on the local options for testing)
- Test 5 days after arrival from Denmark
- Quarantine until the test results 5 days after arrival from Denmark
- Test if experiencing symptoms after arrival. (Appendix 3)

With the reopening of Greenland, several cities have contingency plans prepared, in case any COVID-19 cases are to be found. These plans include the instructions of what the essential workers are to do, if they come across someone infected, while also instructing that it is only in a case where it cannot be ensured that the infection does not spread, that a city is to close. These plans are made by the Greenlandic police, while the Joint Arctic Command and health service has worked to carry out the preventative strategies. On May 28th, after a positive case got discovered in the city Ilulissat, the municipality of Avannaata decided to close all visits to the nursing homes and limiting at home caregivers to the most necessary. This is in order to keep the elders and people at risk safe from possible infection, as the citizens of Ilulissat are reminded to follow the Health Inspection Authority's recommendations. The prerequisite for phase one of reopening, covers the necessary steps for travelers to take, in order to be allowed entry into Greenland. These steps will be further explained in the last major theme, domestic and foreign travel. Greenland came out with a limited list of allowed cities to quarantine in after arrival from Denmark, in order to limit the risk of the infection spreading to smaller places within the country. This meant that people whose journeys continued to another place which was not on the list, they would first have to quarantine 14 days or until receiving a negative result for a retest after 5 days, before being allowed to continue to their final destination (Appendix 3). This also means that the health service in Greenland worked on increasing the current capacity of testing, in order to keep up with the increased amount of travelers arriving from Denmark per week (Appendix 3). The government is, therefore, asking citizens to take a shared responsibility, in order to keep the spread of infection in check. While the Greenlandic government has released many restrictions, they have in some cases, still put their trust in the citizens themselves. These cases will be seen in the following major theme of citizen involvement.

5.1.3 Citizen involvement

During the Greenlandic Government's handling of the epidemic, there have been instances where they have asked the citizens for help, in order to prevent the spread of infection within the

country, these instances will be looked into in this part. One of these instances was during a press conference on March 10th, when the Chief of Police, Bjørn Tegner Bay, emphasized the importance of keeping the country running, instead of letting the fear of infection halt everything; it is important to note that this was before any COVID-19 case had been found in Greenland. In addition to this, he said:

> It is common courtesy for your fellow human beings, that you do not risk their exposure to the virus. It is, of course, even more important now. But if you are healthy, then you are more than welcome to go for a visit at your friends', says the chief of police. […] All of the precautions that have been taken into action, are voluntary. This means, as an example, that people who come from high-risk places, has to decide whether to go into quarantine for 14 days, on their own. The Chief of Police points out, that everyone has to take social responsibility, in order to, avoid the spread of the disease. (Appendix 3)

This shows that the police relied on the social responsibility of the Greenlandic people, to keep the potential spread of infection from happening. The preventative strategies was, at the time, voluntary, which required each individual to consider their own wishes or common curtesy in regards to keeping the suggested preventative measures published by the government. One way of ensuring that the citizens trusted the recommendations from the government, was to keep them informed in order to ease any potential worries, which may have led to impulsive acts. One of these instances, was when the Premier of Greenland had to remind people not to impulse buy in bulk, in fear of specific products running out. At the press conference, he explained: "It is also important to remember that the stores will not be emptied, that the ships will keep coming – the freight transport is open, as it has been taken into account" (Appendix 3). This statement was made in order to reassure the citizens that there was no need to buy more than they needed, as it might prevent other people from coming across empty shelves of essential items in the stores. In the middle of April, when the virus had arrived in Greenland and preventative strategies had been utilized further, the Premier of Greenland praised the citizens, due to their responsible behavior during this time. The full statement, was: "A great community spirit has been shown during this difficult time in Greenland. The citizens have taken well to all recommendations and restrictions – even those that has expressed their feelings. A big thank you to the people for their responsible behavior" (Appendix 3).

Although much of the citizens' involvement of utilizing the government's preventative strategies has been met with praise, such as above, there has also been some obstacles. When

positive COVID-19 cases appeared in Greenland, so did the fines of breaking quarantine rules. This was reasoned at a press conference, when the Government of Greenland and the Chief Medical Officer had to explain that breaking quarantine rules after arrival from another country, from a health related perspective, is strictly prohibited; both due to the risk of infecting others in the community, but also due to the loss of resources. Breaking quarantine leads to the health system and police needing to use big resources, in order to track the movement outside of the home, and identify all those who have been exposed (Appendix 3). As a consequence, the person responsible for breaking quarantine rules, will then have to pay a fine for whichever restriction they break. An example mentioned in the press conference, is "In such a situation, as we know from Aasiaat, then I believe that it is commonly known that we have issued a fine of 9000 DKK to the person for having violated the rules regarding quarantine" (Appendix 3). It is, however, not only private citizens who are liable to be fined. Businesses are subjected to fines, if they break any of the requirements needed in order to be allowed to reopen. But even this comes back to the citizens, as most of the restrictions stores and restaurants have to uphold does not do any good, if the citizens do not take advantage of the preventative measures made, in order to limit the spread of infection within these businesses (Appendix 3). But while Greenland often has had to find their own way, due to their unique nature, as seen in the themes above, they have still had to count on recommendations or suggestions from global sources; Because, while they in some cases differ from other countries, the pandemic is, as the name suggests, a worldwide problem.

5.1.4 Global impact

During the coding of data, it became clear that Greenland had utilized some of the suggested preventative measures from the global World Health Organization. These suggestions included restrictions put onto entries into the country, while a more imperative one, was the law giving the Greenlandic Government power over civil measures. The reason for this choice, is explained in the quote below:

> Even though no people have been either hospitalized or died of coronavirus, the Government of Greenland is coming out with an urgent law, which gives power to the Government of Greenland concerning civil measures against infectious diseases in order to prevent and limit infection. With the proposal, the intention is to provide for the possibility of laying down the necessary rules, that are necessary for the authorities to enforce the injunctions, that may be necessary to issue. […] We have to follow the recommendations from WHO, says Kim Kielsen, who believed that it was necessary to provide the authorities

with the required tools, if it happens, that citizens will not follow the recommendations from the authorities. (Appendix 3)

As stated, the choice to go through with passing this law, was in order to provide the authorities with the power to enforce the restrictions made to prevent the spread of infection within the country. Other than this, Greenland also utilized WHO's 4 step model, which consisted of preventative strategies and measures. Greenland reached the second step of this model on march 17th, when both domestic and foreign air traffic was stopped, with the exception of freight transport and emergency flights; which leads us to the following major theme involving travel.

5.1.5 Domestic and foreign travel

The first restriction concerning travel came with the municipality of Sermersooq's initial restrictions for their employees, which came out on March 9th. Among the restrictions were "No business trips outside of Greenland and Denmark. No unnecessary business trips in Greenland, as well as to Denmark, Necessary business trips are assessed by manager" (Appendix 3). These initial preventative measures started out by limiting travel to Greenland and Denmark, during a time where people coming from high-risk places, had to voluntarily go into quarantine (Appendix 3). The municipality of Qeqertalik went a step further, and banned all business trips outside of Greenland, while domestic business trips were limited to only include those deemed necessary by an assessment from the collected Crisis Staff. The other municipalities published their own versions of restrictions, which all included the discouragement of unnecessary travel (Appendix 3). These preventative measures regarding travel were extended to all of the country's citizens, as the Premier of Greenland justified this recommendation with "the fact that information from the rest of the world keeps coming, and due to this, the epidemic commission has come out with new restrictions, which will take effect immediately" (Appendix 3). The Chief of Police, Bjørn Tegner Bay, also added that the avoidance of unnecessary travel was a part of the preventative measures meant to keep the infection from spreading to smaller towns and settlements (Appendix 3). On March 17th, after the first identified COVID-19 case in the country, the Premier of Greenland stated at a press conference, that all flights would be stopped for ordinary citizens, both domestic and foreign. The only flights within the country were with essential personnel, freight transport, or emergency flights for patients (Appendix 3). As mentioned earlier, after the second case of COVID-19 was discovered, which was also in capitol, the government announced that all traffic out of Nuuk was to stop. This also included all traffic using personal vehicles, as the city was to be completely isolated from the rest of the country (Appendix 3). In addition to the isolation of the Greenlandic capitol, the

country itself isolated from the rest of the world. During a press conference, it was stated that: "There will be no flights to and from Greenland, from Friday at midnight, this also includes domestic flights" (Appendix 3). This restriction, like the previous one, included the exception for essential personnel, freight transport, or emergency flights for patients. The travel ban was finally repealed on April 21st, after Nuuk had been free of any COVID-19 cases for two weeks. This meant that Nuuk came under the same travel restrictions as the rest of the country, which discouraged all citizens from travelling (Appendix 3). Along with the reopening of Nuuk, the travel restrictions received looser rules. Domestic travel was opened up, while foreign flights stayed closed. If people wanted to enter the country, they would have to apply for entry, as the restrictions for foreign travel remained. The main challenge, according to the Chief Medical Officer, lay with the Greenlandic students studying outside of the country, who might want to come home, either for the summer or after finishing their education (Appendix 3). On May 4th, travels out of Greenland were opened up, after all commercial travel activity had been closed since March 20th. Although, while both companies and citizens were able to purchase departure tickets out of Greenland, they still needed to apply for reentry. The application for entry into the country remain, which requires an assessment of whether the entry to Greenland is determined as a necessity. Consequently, the departing travelers were not secured reentry to the country. The Government of Greenland did, however, emphasize the importance of keeping the restrictions for social behavior and transportation. The containment strategy released, in regards to travel, include:

- Keeping your distance, focus on hand- and cough hygiene.
- Extensive use of testing and isolation of those infected with coronavirus.
- Infection tracing and quarantine of possibly exposed when a positive case gets discovered.
- Recommending that the domestic travelling in Greenland is limited to strictly necessary trips.
- Entry from Denmark to Greenland can still only take place after approval with the intention of reducing the risk of infection entering.
- Entrants have to fill out the Sumut-form and present it when entering.
- Travelers must be willing to get tested for COVID-19 before departing Denmark and get retested on the 5th day after arriving in Greenland.
- Entrants must go into a 14-day quarantine. (Appendix 3)

On June 15th, the Premier of Greenland, supported by he other party leaders, announced the reopening of Greenland. The first phase allows 600 people into the country per week, who all must present maximum five-day-old negative test result, and be willing to go into quarantine for five days, until the time of their retest after their arrival. He also states, that departing from Greenland is at own risk, as you will not be allowed reentry if you are to get infected while abroad. The consequences for departing the country, and getting infected or lacking the necessary documentation for boarding a returning flight, includes the following:

- If an incoming traveler tests positive, he or she is only allowed reentry into the country by presenting a negative test.
- Stays and new plane tickets are at your own expense.

In case of missing documentation:

- If you show up at the check-in counter with no confirmation on a filled out sumut-form or a negative test result, you can not board the plane.
- Stays are at your own expense.
- Your ticket will be rebooked to another date.

Kim Kielsen also stated, that the current recommendations to prevent the spread of infection continue to apply:

- Keep your distance – limit physical contact
- Avoid places with close contact to many people
- Wash your hand often or use hand sanitizer
- Cough or sneeze in your sleeve
- Avoid spitting
- Pay attention to cleaning and air circulation
- Recommendations on assemblies are at a maximum of 100 people
- Workplaces are recommended to follow the health services' advice on keeping the widest possible distance between people and keeping good hygiene conditions. (Appendix 3)

In addition to the negative COVID-19 test result, passengers also have to have a filled out Sumut-form, which consists of information the government needs, if they are to test positive at their retesting after arrival into Greenland. The Sumut-form includes information regarding, the passenger, the flights they will take both into and within Greenland, and where they will be staying during their quarantine period. All of this information is essential for both the Greenlandic police

and health service, in case they have to track down the person's whereabouts and who they have come in contact with, if their retest comes back with a positive result. If a person is tested positive after arrival, their quarantine turns into a home isolation (Appendix 3). On June 16th, the Government of Greenland announced that Icelandic and Faroese citizens were allowed to travel into the country, without requiring a test beforehand or the need for quarantine afterwards. These conditions applied to citizens from the two countries, who resided in either country and had not left the country in a minimum of 14 days (Appendix 3). Due to a fear of COVID-19 entering the country during high-season, with the heightened amount of incoming travelers, the Government of Greenland encourages all, companies, authorities, and private citizens, not to make any unnecessary trips in and out of the country. These trips, were defined as:

- Vacations
- Business trips that are not essential
- Business trips where the purpose can be achieved by phone or video conference (Appendix 3)

While these travels were discouraged, the decision still remains with the companies, authorities, and private citizens. One way the government did utilize preventative strategies, was to limit the allowed places to quarantine, to the following cities:

1) In the municipality of Avannaata
   a. Ilulissat
2) In the municipality of Qeqertalik
   a. Aasiaat
   b. Qasigiannguit
   c. Qeqertarsuaq
3) In the municipality of Qeqqata
   a. Kangerlussuaq
   b. Maniitsoq
   c. Sisimiut
4) In the municipality of Sermersooq
   a. Nuuk
   b. Paamiut
5) In the municipality of Kujalleq
   a. Narsaq

b. Narsarsuaq

c. Qaqortoq (Appendix 3)

This meant that travelers whose journeys extended beyond the cities listed above, needed to wait out their quarantine in one of the following cities, until they received results from their retest, before being allowed to continue to their final destination. This preventative strategy was utilized in order to prevent the potential spread of infection to the smaller town and/or settlements. The bigger cities are better equipped to handle a positive case, in regards to access of health service, while the police only have to focus on the cities listed, in regard to tracking down possibly exposed people, who may have been in contact with the traveler (Appendix 3).

5.2 Findings - Articles

Utilizing thematic analysis on a variety of news articles resulted in identifying five major themes for this analysis. Findings within the final and chosen themes are presented below, including quotes. Final themes found are:

- Travelling
- Rules and plans
- Dependency
- Businesses

5.2.1 Travelling

Travelling appears to be one of the major themes within the chosen articles. The concerns for incoming foreign travelers were enhanced as the infection rates around the world began to rise. This meant that politicians and businesses in Greenland utilized strategies to protect and inform their citizens and employees in the early stages of the pandemic outbreak. In the beginning of February 2020, the government began to focus on airports as this was seen to be the key place for possible spread. Kangerlussuaq in western Greenland became the first place of focus due to their airport becoming a possible hot spot for spread of COVID-19. This was due to the many incoming and outgoing travelers as well as the amount of imports and exports distributed from the airport.

We already have the facilities and tools for investigations if the captain of the aircraft announces that there is suspected contagious disease among the passengers, explains chief medical Henrik L. Hansen to Sermitsiaq.AG, and points out that Greenland has already

taken advantage of the emergency response in Kangerlussuaq, as there was a suspicion of

contagious disease in the Danish plane. (Appendix 1)

This shows that the government had utilized preventative strategies to try and stop any possible spread in the near future. In cooperation with the government, the police in Greenland also took same preventative measures by putting up posters in airports to inform citizens on what to do when they arrived in Greenland. This shows that authorities in Greenland in the early stages of the pandemic had prepared and had an idea of where to utilize preventative strategies first. "Police have put up the first posters on Monday morning and expect to make it to most airports during the day. On the posters you can read about the virus, what symptoms to pay attention to, and that it is important to call your doctor rather than show up if you think you are infected" (Appendix 1). Not only did the government utilize preventative strategies, but also businesses in Greenland began to prepare and protect their employees. As an example, Royal Greenland utilized preventative strategies to protect their employees who were already in Greenland by stopping their employees returning from China. This happened due to the unawareness around COVID-19 as well as the growing concerns amongst employees about other employees returning from China. This will be elaborated on in later section about businesses. Growing concerns about COVID-19 also lead Air Greenland to respond quickly, just two days after the first case of infection, to protect their citizens from incoming travelers in Nuuk as well as travelling out of Nuuk. "Air Greenland announced shortly after the press conference that they are suspending all passenger transport out of Nuuk with immediate effect. A lot of people have come home from Denmark in recent days. It is absolutely vital that these people act on the guidelines we have given" (Appendix 1). Additionally, medical experts approved of the decision to focus on border closures as it would be the only effective way to stop any spread that could put the health sector under a lot of pressure. Doctor Anders Koch stated that:

Because of the isolated geography of the country, you can completely avoid the spread of

infection, and if you at the same time can control the few cases that have been identified,

then the country has a good prerequisite for getting through the crisis sensibly, the expert

said. If the borders were kept open, there would most likely be many infected people, so the

spread would happen far too quickly in relation to what the health service can cope with.

(Appendix 1)

In terms of travelling, the analysis shows that not only did the government believe in the importance of utilizing localized preventative strategies before there were any cases of COVID-19 in Greenland

to protect their citizens, but also that businesses such as Royal Greenland utilized preventative strategies by localizing their workers in China and asking them not to return to their job in Greenland to protect their current workers who were working Greenland. Additionally, Air Greenland also utilized quick and consequent strategies in Nuuk by closing all air traffic to/from the city due to two positive cases. This also meant a ban on domestic flights to/from Nuuk to prevent any further spread inside Greenland.

5.2.2 Rules and plans

Rules and plans is a second theme found in within the data. As part of their plan to inform citizens, the Greenlandic government decided to utilize communicative tools to reach their citizens, however they faced criticism in comments when it came to utilizing plans and provide information about COVID-19 in general. As an example, a communicate tool such as sending text messages to every citizen about COVID-19 was utilized by the government to connect people and to protect their health. Moreover, the government had also decided to ban all sales of alcohol in Nuuk to protect vulnerable children."Police Chief Bjørn Tegner Bay stated that a new initiative will be used, where you can send a text message to everyone in Greenland at once. An effort to strengthen communication, which has been done in cooperation with Tele Greenland" (Appendix 1). "Due to the extraordinary situation, we have to implement some preventative measures to avoid infection. But the most important thing about my decision is to protect children – they need a safe home. I hope that we as society can prioritize children's safety – that will create a safe society" (Appendix 1). Additionally, the government also communicated words of comfort and reassurance in the text message which was sent out as well as in press releases. This appears to have been done to make citizens feel safe and also to make them remember to take care of their loved ones and follow the current guidelines.

Preparation has been launched to tackle the new situation. It is important that the citizens follow our recommendations now that we have got the infection in our country. We must not panic, and new guidelines have already been drawn up, about which the Epidemic Commission can provide more information on. (Appendix 1)

While the press conference was underway, the first text message came with the following text in Greenlandic, Danish, and English: Beware of the people you love! Keep your distance from others and wash hands often. Then you'll make a difference. Together we

fight coronavirus in Greenland! Love from the Government, Medical Office, and Greenland

Police. (Appendix 1)

However, due to the effects of COVID-19 around the world, it appeared that the Greenlandic Government experienced confusion and conflict about what kind of rules and plans they were going to utilize. A conflict within the government appeared to happen as they could not decide on the proposal made to help Greenlandic businesses economically and how quickly the economical help should be distributed. The circumstances also meant that the majority in government had to go ahead with the proposal even if a minority did not agree with the proposal.

At 10:00 a.m., the Chairman of the Tax and Finance Committee Hermann Berthelsen (Social Democrat) sent a message to the Government that a majority supports the proposal that will help Greenlandic companies. It turns out, however, that the Partii Naleraq is not part of the majority's decision to come to the aid of business as soon as possible. Unusually, however, because of the escalating corona crisis, which is described as a force majeure situation, the majority of the committee is responsible for ensuring that the government can pump money into companies without normal legal treatment in Inatsisartut. The explanation is that it is more than urgent to come to the rescue of the tourism industry and related industries in particular. The majority decision of the Finance Committee was sent to Government without the minority opinion of the Partii Naleraq. (Appendix 1)

Moreover, it appeared that the Government was not prepared in some areas and experienced a delay in utilizing plans and rules for Nuuk as well as the rest of Greenland. The Chief of Police stated that confusion amongst citizens was evident and that they would solve the problem by creating an illustration to simplify the rules. "Occasionally confusion arises about what applies. It is important to see Greenland as two areas. Nuuk and the rest of the country. All the stricter rules on shop closures, exit and assembly bans apply only to Nuuk. The 100-person ban applies to the rest of the country. We are working to get an easy illustration that explains where we stand" (Appendix 1). The commission also appeared to show a lack clarity relating to the information that they were trying to give to their citizens. This was due to press releases only being issued in Danish at first and then in Greenlandic. This could possibly lead people to feel misinformed about the rules and plans put in place and if those rules and plans would affect them or just some parts of Greenland. A discussion of this issue will be elaborated on in the analysis of comments. "The Committee in The Epidemic Commission's Svend Foldager acknowledges that it is possible that the Commission only issue press releases, which are only authored in Danish" (Appendix 1).

5.2.3 Dependency

Dependency is a further theme within the data. Due to COVID-19 evolving into an extraordinary situation around the world, Greenland appeared to be dependent on Denmark in a number of areas. It appears that Greenland faced challenges in preparing their overall testing system for a situation like COVID-19. One of the challenges was that Greenland did not have the means to analyze any of their test samples. To analyze the tests, Greenland had to depend on Denmark to analyze the tests for them. This resulted in many delays and disruptions in the testing system. "At present, we have no means of analyzing samples taken from people suspected of coronavirus. We therefore need to send samples for analysis at the State Serum Institute in Denmark. The analysis will be done quickly once the test has reached Denmark" (Appendix 1). After Greenland made a delivery agreement to get test equipment transported to the country, they still faced challenges due to the current limitations and bans on air traffic. This meant that they did not know when the test equipment would arrive, and it also meant that they still had to rely on Denmark for test results. Due to the number of limited flights to and from Denmark, it also meant even further delays in getting results back.

> We have an agreement on the delivery of test kits, but we have no indication of when we will have it delivered. We have tried alternative options, but none of these projects have proved to be realistic. We are very keen to make it work because the delay in sending the samples out of the country is significant. Today, for example, a plane has not come out of Nuuk today and perhaps there will not be tomorrow either - that is obviously a challenge (Appendix 1).

It appears that Greenland had developed aid packages to help businesses as well as employees who were affected or would be affected by the COVID-19 crisis. However, due to the scale of COVID-19, it also appeared that Greenland turned to Denmark in hopes of receiving financial support. Additionally, Greenland hoped to become part of the Danish aid package schemes to get through the crisis with minimal damage.

> At the same time that a large-scale aid package of 257 million is on the way to Greenlandic business and employees, work is being done to get the law in place so that Greenland can get help from the Danish state. The aid packages presented today are very similar to the Danish ones and must ensure a now-and-here effort so that the failing companies do not succumb. In parallel, work is being done to get under the Danish aid package schemes, but

this may drag on due to legal and regulatory difficulties that need to be resolved, according

to a source close to the process. (Appendix 1)

Greenland also appeared to face difficulties due to cancellations from health staff workers in Denmark. However, due to the situation Greenland had to ask Denmark to send staff regardless. Greenland therefore appears to be dependent on Denmark when it came to transporting health staff to cope with any possible scenario in the future. If cases of COVID-19 escalate, Greenland will require more capacity and health staff to manage any possible number of patients.

We have received cancellations from healthcare professionals from Denmark. And we are in

contact with the Danish authorities to ensure that as many people as possible come anyway.

Some of our temporary workers have been asked to stay at home by their employers. We

have now asked the Danish authorities to assist so that these people can leave anyway. But

this is clearly one of the specific challenges we will face in the event that we are faced with

many seriously ill patients. (Appendix 1)

When it comes to the distribution of COVID-19 vaccines, it appears that Greenlandic people will benefit from Denmark's deal with pharmaceutical company AstraZeneca. "The EU Commission has made an agreement with the pharmaceutical company AstraZeneca, which guarantees the EU the right to buy 300 million doses of the vaccine. If the vaccine is approved, Denmark will get a certain proportion of doses, and it will also benefit people from Greenland and the Faroe Islands" (Appendix 1).

5.2.4 Businesses

Businesses was the fourth theme found in the data. Due to the COVID-19 situation, many businesses all over the world have faced multiple challenges and uncertainties when it comes to their economy, staff, export, import. In March 2020 CEO in BANK of Greenland predicted that Greenland would not suffer as much as other countries when it came to their economy due to the block grant. However, there were still uncertainties and concerns if the pandemic would affect the tourism industry and the fishing industry.

Greenland is probably, as during the financial crisis, economically speaking, a good place to

be in this situation, but I have to say that uncertainty is increasing all the time. However, we

are less vulnerable than so many other countries, Martin Kviesgaard, referring to the fact

that the block grant takes up a lot of space in the Greenlandic national accounts and we have

a relatively large public sector and robust publicly owned companies…Tourism is an area

where we will feel it, and then of course there is a certain risk that it will affect shellfish and

fish exports and if companies generally send people home and we see, for example, an end

to construction and work in the fish factories. (Appendix 1)

Analysis of the data suggests that businesses in Greenland did experience negative numbers especially during the first six months of the pandemic. Some Greenlandic fishing industries appear to have faced economic challenges during the first six months. Royal Greenland not only experienced disruptions due to having employees stuck in China, but also faced challenges in terms of selling their fish to restaurants, cafés and canteens which had to close because of COVID-19.

Less sales to restaurants and other businesses, squeezed prices and a general uncertainty in

the market. The situation has drawn black clouds over Royal Greenland, which expects to

miss out on millions of dollars in lost profits as a result of the Corona crisis... Sales to

restaurants, cafes, canteens, and the like have also fallen steadily, and this is also causing

problems. This is because a large proportion of Royal Greenland's products are well suited

to be served in, for example, restaurants. (Appendix 1)

Corona has put much of the world on pause. Businesses are closed and fewer go to the

restaurant to eat. This means less consumption of seafood and it hits Royal Greenland hard.

Last year's plus of 141 million kroner in the first half has turned into a staggering minus 39

million, according to the company's accounts for the first half of the year…As a company

that sells exclusively on international markets and with more than half of its sales to

foodservice and for further processing in other food companies, Royal Greenland's result is

strongly influenced by Covid-19. (Appendix 1)

Due to the lack of sales of fish to restaurants, cafés, and canteens over the world, Royal Greenland therefore faced negative numbers in selling. Moreover, complications due to border closures and limited transportation also caused disruptions in the export industry. Polar Seafood also appear to have experienced the same challenges in terms of emptying their stocks. This resulted in having to reduce the price of their stock in order to sell. The reduction of prices will therefore affect their contracts with fishermen. "Although we have reduced prices, we continue to find it difficult to empty our stocks. This creates an uncertainty about the price, which of course can only go down if we are to have our stocks emptied, and this will be the case with the cod fisherman, because we will be forced to adjust the entry price downwards to match market conditions" (Appendix 1). Findings also show that the government saw the importance of letting fishermen catch their fish without any disruptions. This meant that fishermen would be exempt from any rules which could limit their

work. This decision was made based on the fact that fish is the primary food source in Greenland and is important for people's survival.

> The Epidemic Commission comes with a strong recommendation that you do not travel from one village to another in any way - even with a snowmobile and a dog sled. Unless it is for specific purposes…These could include fire brigades, police, Arctic Command, and health workers. But it can also be a fisherman.. If a fisherman needs to sail to another village to trade their catch, then that is to be considered as part of the supply chain, and then that's fine. (Appendix 1)

Due to the many difficulties that Royal Greenland and Polar Seafood experienced in trying to sell their fish, individual fishermen were affected too. Findings show that the government made plans to offer aid-packages as loans. However, they could not decide on what kind of aid-package should be offered for fishermen catching Halibut.

> Until now, there have been doubts as to how fishermen should have very low practical access to the aid for the fishing that was adopted on 14 September by the Government aid package, it has been agreed that fishermen themselves will cover the first 15 percent of the price decrease that has occurred in relation to the corona compared to the previous year. The next 10 percent, from 15 to 25 percent, covers the national treasury... However, the aid package covers cod, shrimp, and crabs, but there are still major challenges for the fishermen who collect Halibut. (Appendix 1)

Findings show that the government's plan to offer an aid-package as a loan was not received well. Fisherman Johannes Mølgaard found the offer unacceptable and wished for the same kind of economical support that other industries had received. "It has had a big impact on all of us fishermen that the price has gone down on fish. It doesn't matter if it's halibut, cod, crabs, or shrimp - they've all gone down. It's hard being a fisherman right now... We cannot accept that the aid should be given as a loan. If tourist operators can get help without loans, then fishermen should also get the same" (Appendix 1). Reviewing the timeline in articles concerning the fishing industry, findings also show that Royal Greenland faced a big deficit after the first six months in 2020 due to lack of sales. No articles appear to show any specific numbers for Polar Seafood however, it is evident that Polar Seafood also struggled selling their stock of fish.

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strongly influenced by Covid-19. (Appendix 1)

Due to the many restrictions made by the Greenlandic government in regard to travelling, findings
show that Visit Greenland expected no tourists in the summer months of 2020. A summer without
tourists would therefore also see a loss of revenue in the tourist industry. The figures predicted by
Visit Greenland were estimated to be around 450 million kroner.

Visit Greenland predicts a summer season largely without tourists - no matter what scenario
we hit; it is pointed out. Figures for loss of revenue in the Greenlandic tourism industry are
based on figures from BANK of Greenland and Copenhagen Economics report ' COVID-19
- impact on tourism and GDP in Greenland', which is estimated with a total loss of
approximately 450 million kroner at a complete lost tourism season in 2020." (Appendix 1)

Additionally, Air Greenland also saw a deficit in the first six months of 2020 due to border closures
which caused cancellations for many travelers. The travel company estimated a total loss of 30.5
million kroner in the first six months. Moreover, this meant having to fire 60 employees and
reducing the number of jobs positions available.

Air Greenland lands a deficit for the company's accounts for the first six months of the
year. The airline has struggled over the first six months with travel restrictions, cancelled
flights and refunds to customers with scheduled trips. That means fewer millions on the
bottom line. In total, the half-year result is minus DKK 30.5 million. This means that the
deficit is 27.3 million kroner greater than in the same period last year... It also meant that the
airline had to say goodbye to 60 employees. Up to 100 job positions were cut too.
(Appendix 1)

The analysis also finds that raw material businesses in Greenland struggled due to COVID-19
which resulted in price declines, lack of sales and a lack of staff availability due to travel

restrictions. Price declines and the uncertainty of the future may cause a decline in the number of investors.

> It is not just tourist operators, hotels and restaurants that are challenged. Thus, the raw material industry is experiencing huge share price declines, which will cause investors to be more reluctant to invest. The prospect of several exploration activities in Greenland will thus face a dark future if raw materials companies do not have access to the necessary capital. In addition, several industries will be challenged in terms of obtaining specialists from abroad when borders are closed and infrastructure around the world is challenged. (Appendix 1)

Additionally, findings show that the chairman of the Greenlandic business sector expressed his concern for the future of raw material businesses in Greenland. Due to the amount of economical support that the government had utilized for the tourism sector, hopes of receiving the same amount of support for raw material businesses is evident.

> Exploration and mining are further put under pressure as these activities rely on outside crews, equipment, and services affected by, for example, travel bans, equipment, and supply uncertainty, and general health and safety assessments… is convinced that Government understands that it is not only the tourism sector that needs support, but that it is also looking at what instruments can be used to support the exploration and mining industry, which is rapidly moving into a period of crisis. My hope is that the government will look broadly at what instruments can be used to mitigate a year of disaster. (Appendix 1)

The analysis also finds that shareholders from other raw material companies reached out to help each other economically to reduce the economic damage in the ruby industry.

> Greenland Ruby's shareholders from the Norwegian parent company LNS Mining and Greenland venture are soon to enter into an agreement to put double-digit millions into the financially struggling ruby company... The ruby business is not for the faint-hearted. There is no money in rubies at the moment due to the global coronavirus, which has led to massive closures of both mines, grinding stations, auctions, and retail stores. (Appendix 1)

The analysis also finds that the government offered economical solutions for mining companies by adjusting their license obligations. This was done to make sure that the production would not stop or experience any disruptions.

> When a mining company is allowed to look for minerals in a certain area of this country, obligations follow. The companies promise to spend a certain amount each year on investigating in the area, and if the company does not meet the requirement, the license must

be returned. It is this obligation that companies with exploration licenses are now free of.
Government has approved the adjustment of mineral exploration obligations for 2020 for all
exclusive licenses to zero. With zero exploration commitments in 2020, the government will
help companies operating in Greenland to maintain their projects in the challenging
conditions. (Appendix 1)

Additionally, the government also decided to reduce the amount of money that mining companies
are required to have to clean up the area once they are done with their work. This means that mining
companies have to the option to utilize that money on something else.

> The government has decided during a meeting on 30 April that the collateral provided by
> mining companies for the restoration of areas after mining activities should be reduced. This
> means that mining companies currently having an exploitation permit in Greenland are
> allowed by Government to have 50 percent less cash to restore the environment around the
> mine after mining. The companies can thus use the funds that were otherwise considered as
> security for clean-up and restoration after the closure of mines. This is for the next two
> years. (Appendix 1)

Financial support strategies and preventative strategies also appear to be utilized amongst
Greenlandic businesses. Such strategies were set into place to help people struggling economically,
but also to avoid any possible disruptions at workplaces due to COVID-19. It appeared that BANK
of Greenland had utilized a set of preventative measures which would make sure that any employee
would be able to work from home in case of having to isolate.

> In addition to preventive measures, we have recently ensured that the public banking
> functions can run, regardless of what happens. We are conducting tests and exercises to
> make sure that the technical and practical set-up works. We have ensured that 20 jobs that
> focus on different but important functions can be handled, for example, from home, so that a
> quarantine-stricken employee will continue to be able to solve a task for us…There's a lot of
> elements we're focusing on. For example, if we have a few employees who have a special
> bank thesis, it may be necessary to ensure that they can work from different locations and,
> for example, from home, so that we do not suddenly have three infected…We are looking at
> how the advice can be done when the infection is in the country. We look at travel and on
> the whole. There are many measures we prepare, although we probably won't need it all. We
> want to be well prepared. (Appendix 1)

Additionally, it appears that BANK of Greenland recognizes the struggle which many people have to face – especially in the restaurant and tourist industry. Therefore, they want to reach out to those customers who have been affected economically because of COVID-19 to help them with their loans and financial issues. "We expect our customers, especially in the restaurant and tourism industry, to be very affected by corona virus. We are ready for the affected customers to contact us to discuss how we can help them, for example, defer loan repayments" (Appendix 1).

Findings also show that Royal Greenland appears to put health and safety first when it comes to their employees. This is done by utilizing information every day and reviewing current rules and guidelines to see if any adjustments are required. Additionally, Royal Greenland also set up a hotline where trawler crews, factory workers and those with general questions could call.

Every day there is a meeting with a special emergency response team where new actions and coordination take place. We have produced a lot of material that explains how to proceed so that we avoid infection. And we have set up three internal hotline lines, broken down by general questions, a hotline for trawler crews and a hotline for factory workers so that they can get answers to some of the questions that naturally arise when the authorities make decisions... We are in a close dialogue with the government and Greenland's Industry, so that we are aware of the rules that apply and so that we can reassure or inform our employees in the best possible way. (Appendix 1)

Prior to these measures, Royal Greenland also made the decision to ask a number of their Chinese workers not to return to Greenland due to the risk of infecting other employees. According to chief of communication, this decision was made to protect the other employees and to keep the business going. "When we first heard about the virus and we did not know as much as we know today, there were obviously concerns among employees. The impression was that it is a very, highly contagious, and deadly virus…I want to emphasize that we are in close contact with chief medicals, so no one should be worried" (Appendix 1). Despite having difficulties with sales of fish, the data shows that Polar Seafood had decided to reach out to help the health system economically by donating 2 million kroner to fund more health equipment. CEO of Polar Seafood, Jens Salling expressed the need for more equipment to keep society and businesses in Greenland going.

It requires extraordinary resources in our health care system, which already has more than enough to do. That is why we have decided to donate two million kroner to additional technological equipment, he emphasizes. Everyone has a great interest in maintaining as high a level of activity as possible in business and in the many other areas that keep society going. (Appendix 1)

5.3 Findings – Comments

Utilizing thematic analysis on a variety of Facebook comments relating to the chosen articles resulted in identifying four major themes for this analysis. Findings within the final and chosen themes are presented below. The four major themes are.

- Travelling
- Economy
- Greenland and Denmark
- Government

5.3.1 Travelling

Travelling is a theme found within the data (Facebook comments) as the analysis identifies feelings of concern about foreign travelers coming into Greenland which could enhance the chances of further spread. In the early stages, it appears that there was a wish to tighten restrictions on travelers from Denmark and other countries due to other countries taking the same measures with border closures. Moreover, a wish for clear statements and plans from the government as well as Air Greenland about foreign travelling was needed, as the concern for Greenland's capacity for people isolating and hospital capacity was very limited. "SAS has cancelled flights in Nothern Italy and other destinations. Other air companies have also cancelled their flights because of this virus. Absolutely the right decision. A flight passanger might carry this virus without knowing and will therefore be capable of transmitting it to other passengers on the plane" (Appendix 2). "There are a lot of students in danish boarding schools who are going travel home to Greenland in spring. What plans do Air Greenland have in place to prevent possible spread? What are the governments plans? Will a single room for isolation in Sdr. Strømfjord be enough?" (Appendix 2). The analysis indicates that in the early stages, some people appeared to wish for total closure of borders until the situation was under control to protect the people in Greenland as much as possible and to protect people's health. "You should shut Greenland down. No People out or in until a vaccine is found" (Appendix 2). "I think we should close foreign aviation it will be safer to stay away from illness" (Appendix 2). "It seems that our country should close now" (Appendix 2)."I also think it is a good idea to close down Greenland, considering that the health sector in Greenland isn't always that strong…Denmark is apparently one of the countries in the world where COVID-19 is spreading fast, so flights between Denmark and Greenland would put Greenland in big risk" (Appendix

2).However, one person appeared to question the prospect of Greenland becoming more isolated than it already is due to closure of borders and what the consequences of that might be.

> If the epidemic becomes prolonged out in the world, then for a longer period of time we are cut off from the outside world... We have no answer to that today. The strategy around the world is precisely to extend the epidemic over a longer period of time, so it would be a good idea to consider the consequences of keeping Greenland cut off from the outside world. (Appendix 2)

Only a day after the first case of COVID-19 was found in Greenland, the government made the decision to stop all incoming and outgoing flights from Greenland to Denmark as well as domestic flights in Greenland. The decision appears to be received with positive reactions. Moreover, a wish to put the entire city of Nuuk into quarantine is also evident due to the first case of COVID-19 being discovered in Nuuk. "Very Very good! 1 infected and are they tracing the passengers who were on the same flight as the infected? Those passengers must be found and isolated" (Appendix 2). "Well done! Now come on and let us for god's sake follow the guidelines that have been given to us. The more we follow them and act responsibly, the easier it will become for everyone. Let us help each other please" (Appendix 2). "Put Nuuk into quarantine and protect the rest of Greenland" (Appendix 2). The analysis also finds that the government's later decision to utilize a slow and monitored opening of flights between Nuuk and Denmark in June received less critique amongst comments, however one does appear to argue that the government only focused on economy rather than people's health. Most of the comments in the comment section appear to be more focused on asking general questions about the options for travelling and less about the possibility of spread due to re-opening air traffic. "It's clearly not a good idea to just let go of control, even if short-term economic considerations might help this. Subdued and controlled reopening to the rest of the world is the responsible Method of moving forward without the risk of uncontrolled spread of infection" (Appendix 2). "What about the Narsarsuaq-Copenhagen route????? I'm getting well angry about it never being mentioned! Greenland is also south Greenland!" (Appendix 2). "What about flights to and from Iceland?" (Appendix 2). "So, after the 15th of June, we still need to proof that we are travelling for a specific purpose? I have tickets for the 18th of June but that is for vacation" (Appendix 2). After the government had decided to open up for incoming and outgoing travelers, the analysis finds that the airport in Nuuk received criticism for its way of handling the situation and that more focus on health and safety should be implemented.

> We need more control at the airport. I arrived from Maniitsoq yesterday – the plane was completely full and among other travelers from Denmark too. The control at Maniitsoq airport was good, the staff was very aware that one had to keep distance from each other. Even if the plane from Kangerlussuaq had not arrived yet. However, when we arrived in Nuuk – there were two planes that almost arrived at the same time. The terminal was completely full. There was no staff at the arrivals hall. It was completely impossible to keep your distance. It was perhaps only possible to keep a distance of 20 centimeters at most. Seemed that staff and health authorities should focus more on safety. Just want to add that I was also in Kangerlussuaq not long ago. The control also quite ok from the staff side. But Nuuk airport and staff need to do better. (Appendix 2)

However, the criticism was taken into consideration which meant that new rules for mandatory face mask coverings was implemented in all airports. This rule was received with positive reactions. "Very sensibly, we MUST take care of others and ourselves" (Appendix 2). "There's nothing else to do. We are also responsible" (Appendix 2).

5.3.2 Economy

Economy is the second theme found within the data. Findings demonstrate mixed emotions and opinions amongst the comments due to concerns about the economic situation in Greenland. When it comes to businesses' way of handling the situation in Greenland, their actions and plans appear to be received with positive reactions. In one of the articles, BANK of Greenland describe how they had utilized preventative strategies to ensure that employees could work from home in case of having to isolate. Moreover, the bank had also utilized a team to handle the situation which included daily meetings to come up with new solutions on how to protect their employees and to always be a step ahead. These preventative measures were received with positive reactions. "In my ears it sounds like due diligence – well done!" (Appendix 2)."Great initiative. Well done BANK of Greenland. A workplace with a high level of Corporate Social Responsibility. Other workplaces as well as the government could learn from this initiative" (Appendix 2). Polar seafood also received positive reactions about their decision to donate 2 million kroner to the health sector in Greenland. The reactions show feelings of gratitude and respect for Polar Seafood as this donation would help save lives. "What a nice gesture done by Polar Seafood" (Appendix 2)."Respect for Polar Seafood" (Appendix 2). "Lovely reading. And thank you very much to Polar Seafood for the donation which probably comes in handy in these difficult times" (Appendix 2)."Wow that is fantastic right? Nothing but a big applause from me and I hope it will help!" (Appendix 2).Businesses in Greenland

received positive reactions; however, this does not appear to be the case when it comes to economic decisions made by the government in Greenland. One of the comments appears to start with a hint of sarcasm aimed at the government in Greenland. It also appears to show concern for fired employees and how they will get paid as ending up on benefits in Greenland would not make ends meet. Another comment appears to show concerns about the aid-package that was developed by the government to help people struggling financially, and how the aid-package might cause more economical problems and put more people on benefits. "Calm down! Minister of finance will save the business sector next week! My concern is who pays the fired people's wages! If you end up on benefits up here, you won't be able to make ends meet!" (Appendix 2). "You can be sure that if the aid package does not work, then it will become even more expensive for the national treasury in the long term with a wave of unemployed on benefit as a result of the upcoming bankruptcies. This is a fact" (Appendix 2). In the analysis of the comments, the government not only appears to have received criticism and feelings of concern when it comes to the aid-package which they have utilized. Comments also appeared to criticize the aid-packages provided for people in the fishing industry. One comment appears to not understand why self-employed people, like fishermen, would receive aid-packages as they could still catch fish. Another comment appears to demand proof of financial struggle from fishermen and seems to speculate if fishermen received favorable help only because they knew certain politicians in the government. "Help aid here, help aid there. I understood the tourist companies got help because there were no tourists, but others also self-employed who do not deal with tourists?" (Appendix 2). "Aid packages for what? No Corona in Kalaallit Nunaat, but a lot of fishermen who are known to be close friends with politicians complain. People want to see prove and answers through documents now" (Appendix 2).

5.3.3 Greenland and Denmark

Greenland and Denmark is the third theme found within the data. Findings appear to show discussions about the relationship between the two countries. Additionally, questions about dependency and the Danish Realm are raised. One comment appears to question areas concerning economy, travelling and independency. A concern for how families would survive in Greenland due to the amount the little money which unemployed could claim is evident. The comment also criticizes why politicians and employees keep spending money on travelling to Denmark if they wish for independency from Denmark.

> I am appalled that you can give 650 kroner every 2 weeks - it is so expensive buying goods
> in Greenland. Families provide their caught fish and seals - there is not much left? You build

an airport for billions, who's going to travel? You give self-government and municipality

employees free travel to Denmark as part of their salary, what do they have to do in

Denmark when you want to be independent? The money could stay in the country if you

only travelled domestically! I'm appalled – 650 kroner! (Appendix 2)

Mixed feelings on the topic of independency and the Danish Realm are evident in the data. The comments came as a reaction to the Greenlandic government's announcement on receiving millions from Denmark to help the country financially. One comment question why Greenland continuously kept asking Denmark for help if they wished to become more independent. Additionally, the comment also appears to believe that Greenland would be better off by being completely independent. Another person appears to have the opposite opinion as they believe that people from Greenland are living in a dream world and would never become independent from Denmark. "It is much better that Greenland handles the situation alone. If you are working on independence from Denmark, why ask Denmark for help? Then you never learn to be an independent country. Independent countries have to fend for themselves, don't they?" (Appendix 2). "Even the most tenacious proponents of Greenlandic independence can now see that the dream is utopia. Greenland will never be able to cope without being part of the Danish Realm, as well as money and expertise from Denmark" (Appendix 2). However, other comments demonstrate more positive reactions about the prospect of Greenland being part of Denmark's vaccine deal. Gratitude for the Danish Realm appears to be evident as this means that Greenland would receive help to save people's lives. "A natural gesture – we are a part of The Danish Realm after all" (Appendix 2). "Thanks to the Danish Realm!" (Appendix 2).

5.3.4 Government

Government is the fourth theme found in the data and the analysis found multiple mixed feelings about the way that the government had handled the COVID-19 situation so far. One of the discussion points amongst the comments appears to be about the how the government in Greenland failed to act sooner to protect citizens. In the beginning of march, Greenland had not closed their schools yet as they had not yet seen any positive COVID-19 cases in the country. However, this decision was received with criticism within the comments. "Let's be prepared and act instead of waiting for the first case like other countries have done!" (Appendix 2). "I'm a teacher and I don't feel safe with that decision. We are not allowed to show up in person, only writing e-mails if we want to talk to the municipality. Shouldn't schools and daycare close considering that there is a big risk of transmission those places? It is prioritized wrong" (Appendix 2). When the first person in

Greenland was tested positive, the government stood by their decision to keep schools open. This appears to have been met with negative reactions. One comment indicates that people should act according to their own safety and bring their children home due to the government being slow in implementing rules for children in schools. "I sincerely hope that you will all keep your children at home, even if the country's leaders are so vague that they cannot even make such important and quick decisions. We knew deep down that it was a matter of time. Take care of yourselves and each other, help each other wherever you can" (Appendix 2). "Kim, what are you waiting for? Why don't you close the schools? Should your employees be sent home as the first? Or what?" (Appendix 2). Subsequently, the government decided to close all schools for two weeks to protect their citizens. This decision was met with mixed emotions. The decision to act appears to be met with positive reactions however, the criticism of the government still remained due to the fact that they had closed schools late. Moreover, one comment also appears to criticize that the government only had utilized temporary solutions just to please people. "Good that you are now shutting down, but why wait for several days? Viruses are not waiting for anything or anyone, they are spreading at an explosive rate. Nor is it enough to close primary schools only. In Denmark, all educational institutions have been closed. Half solutions don't work" (Appendix 2). "If it needs to be done then it should not be done half! And it should not be decided based on politics but health facts! This is just politicians fishing for votes!" (Appendix 2). Due to two positive COVID-19 cases in Nuuk, the government decided to close down Nuuk in order to stop any possible spread. This decision was met with mixed feelings. One comment was grateful that the government had decided to act however, one appears to criticize the government's slow approach to act and make plans. "Finally, they react. Only when something is about to happen. It's too bad" (Appendix 2). "How many must be infected before we shut down??? And how many are going to die?? Don't panic, people have no idea how serious the situation is. What does our health system look like without corona???? I find it reprehensible to play with the citizens of Greenland's life" (Appendix 2). Moreover, the government appears to have received criticism for making favorable rules that only suited themselves. One comment criticizes that the government had decided to act quick and send all employees home but failed to act quick when it came to closing schools. Employees were sent home due to one of the members of the government having a close relation to one of the infected. Additionally, government administration had also decided to stop all businesses trips. The opinions in the comments appear to suggest the opinion that it was only fair that politicians should follow the same rules as anyone else despite their job function. "Is it more important to tighten restrictions because someone from the

government is infected??? Are they more important than us??? Pull yourselves together.... Shut down now before it's too late" (Appendix 2). "The Government administration must follow these rules too. No bussiness trips to foreign countries!!!!" (Appendix 2). "How desperate can you be" (Appendix 2). Additionally, the epidemic commission expressed that sometimes press releases were made in Danish only and not in Greenlandic. This was due to the government having to utilize quick information to the public. However, politician Sofia Geisler criticizes this decision as it would only cause confusion amongst people who would not understand what was being said. Moreover, one comment also criticizes that there was no logic in the government's decision to apply the same restrictions to the rest of the country as in Nuuk. "The Committee on The Epidemic Commission's Svend Foldager acknowledges that it is possible that the Commission only issue press releases, which are only authored in Danish" (Appendix 2). "This is unacceptable. This creates unnecessary uncertainty and insecurity among the population, who often have to resort to the many [mis] information that flourishes on social media" (Appendix 2).

> Unfortunately, there is still no logic in the Government's actions during the Corona crisis. Now Nuuk can open because the status is the same as out on the coast – which must be understood as no risk of infection. So why has the coast been shut down for weeks, where otherwise a regional normal life could have been carried out? Public offices, schools and large gatherings have been closed apparently for no reason. Surely you have to take the COVID-19 disease seriously but do the authorities need to panic? (Appendix 2)

Findings also show that some of the comments were focused on public health. The government's decision to send text messages to the public in Greenland to inform them about COVID-19 was met with a positive reaction. This was done to make sure that the public felt informed about current rules and to make sure that the public would follow health guidelines. "Thank you to the national doctor for his openness during the press conference. Not only to be told not to panic, but openness, no matter how serious the statement, is what needs to be made and, among other things, makes the public realize the seriousness and create more caution among the population. Thank you to the key figures in this crisis for their hard work" (Appendix 2).

Additionally, the government also made the decision to ban all alcohol in Nuuk. This decision was received with mixed opinions. Some of the comments appear to be concerned with the challenges that vulnerable children could face in troubled homes. Another comment appears to be concerned with possible withdrawal symptoms. However, some comments appear to be very positive about the decision. "This is a really good move in a time where we have to take good care

of ourselves and all the others. I only hope that extra attention will be paid to the vulnerable children in a close family setting and in small homes which can cause conflict and unrest" (Appendix 2). "Then I hope Kielsen also has a plan for those who get serious withdrawal symptoms, the black market and other intoxicants... and the increased number of burglaries" (Appendix 2). "Best decision he's ever made!" (Appendix 2). "Great respect to Kim Kielsen, and the people around him" (Appendix 2). In the early stages of the pandemic, Greenland experienced difficulties when it came to their testing system. Due to not having any equipment to be able to finalize the results, Greenland had to depend on Denmark to determine if the tests were positive or negative. This caused delays in getting results back. The comments concerning the test system in Greenland suggest feelings of concern and impatience and a wish for the government to act quicker to get equipment transported into the country. "Can we have that test now to make sure we do not carry this disease to other people. We need to act quick" (Appendix 2). "It would be a huge advantage if there was any test equipment in this country" (Appendix 2).

Additionally, the comments express a desire for a lot more local testing in Greenland to be able to determine if there were any hidden cases. Another comment also indicates that the government in Greenland did not utilize enough tests in general which would risk further infection. "The cities where there are doctors should be able to carry out tests. It must be the task of the national doctor to decentralize the way patients are tested so that patients do not have to wait for answers from Denmark. Test locally, as soon as possible. Answer locally so you can intervene" (Appendix 2). "It's thought-provoking. Not one case of virus outbreaks in towns and villages apart from Nuuk. Not even in Kangerlussuaq, where all passengers have travelled through to their destinations. How many tests have actually been carried out outside Nuuk?" (Appendix 2). "Get invested in testing equipment in Greenland and ensure isolation. Most are rejected in hospitals in Greenland. The few tests that are allowed to get through the eye of the needle are sent by plane to Denmark for an answer. China's experience should be taken seriously in the rest of the world. The main focus should be TEST and ISOLATION" (Appendix 2). Another issue raised was that the government appeared to lack overview of possible infections. One comment criticizes that they did not focus enough on local testing due to always testing foreigners. Another comment appears to criticize that the government was not good at providing any information about how to tackle the situation in case of an emergency and how to find information about COVID-19 in general. A general concern for the health system in Greenland was also evident which indicates that any possible spread could lead to a collapse in the health sector due to COVID-19. "You cannot say that

only one person has been infected with COVID-19 when you do not test every Citizen. This is all guessing game. You can definitly not say that it is not spreading through people when you only want to test people who arrive from foreign countries" (Appendix 2). "What about the emergency response? Where can we see or hear about it?? The chief of police doesn't think we should worry... ?!?? Excuse me, but our so-called health service is far, far from geared to be able to deal with such a situation. I guess you are just told to take some pills!" (Appendix 2).

6. Discussion

As mentioned in the findings above, the Greenlandic nature has played a significant role in the country's handling of the COVID-19 pandemic. The country's isolation as an island has both been a significant advantage, but also brought along difficulties, due to the limitation of entry into the country. As the only ways to enter the country is by plane or ship, the opportunities for the infection to arrive is limited; which gives the Greenlandic government a better overview of which citizens might be carrying the disease, and risk spreading it throughout society. While this is an advantage in many ways, the inconvenience lays with Greenland's need for support from Denmark. While some countries might have experienced similar circumstances in handling other infectious versions of a coronavirus disease, such as SARS or MERS, Greenland lacks, with its relatively new self-government, the experience and resources in order to be equipped to handle it on their own. This does not mean that other countries are finding the fight against COVID-19 easy, quite the contrary actually, but that they do have an advantage over a smaller country, such as Greenland, in the resources and opportunities of preventative measures and in developing a solution or cure. As mentioned in the data findings, Greenland needed the help of Denmark, especially in the beginning, with the COVID-19 testing. This was due to Greenland not having the equipment to do so themselves, which made them reliant on transporting the tests to Denmark, in order to give the people their result. The Government of Greenland pointed out that testing equipment was on its way, but that it had been delayed for uncertain reasons; much like their earlier difficulties in sending and receiving test kits. While the country had sent out restrictions regarding air traffic, all essential flights and freight transport was not disrupted, which could indicate the reason for the delay being the longer and more complicated way of transport.

While the Government of Greenland has followed the advisement or example of other countries, they have also had to figure out their own preventative strategies, in order to prevent the spread of the disease within the country. As we see in the findings above, the initial released

restrictions came from different municipalities, which may either indicate that the government was trying to set an example for other citizens, or that they deemed their employees as essential enough to secure their workforce. Only after the first COVID-19 case got discovered, did the restrictions extend to cover all citizens. At times, the responsibility was put on the citizens themselves, in what was called participating in social responsibility. This could indicate a diminishment response, which is one of the response strategies in SCCT, as the government is minimizing their own responsibility, by putting some of it onto the citizens themselves. This could have given them the opportunity to use this as a justification in an excuse to why the coronavirus disease might have spread within the community. While this does have some merit, in the fact that citizens most likely have an effect on the spread of the infection, it was probably not meant that way. Because, with as many people working on finding the most effective preventative strategies for the country, it was likely just a way to try and keep the society running, during a time where many businesses were predicted to struggle.

When looking at the way they isolated Nuuk, after finding two positive cases shortly after one another, it is easy to see how the management of the spread of infection differs from many other countries. In comparison, then Denmark could only discourage citizens of a certain Danish municipality from going to a neighbouring municipality and using their facilities, during their partial lockdown of several municipalities (Brandsen). So while the Danish citizens have the opportunity to simply get in a car and drive to the next municipality, the Greenlandic citizens would require a bit more effort; They would need to be in possession of their own vehicle, such as a boat, snowmobile, dogsled or other vehicles suited for the Greenlandic nature, and travel through nature, in order to break government requirements. But all in all, the findings show that the citizens of Greenland has upheld their own responsibility in the preventative measures published by the government. This could be correlated to the close knit communities of Greenland, which likely made them take their own social responsibility seriously, as a way of doing their part of the Greenlandic community and keeping the elder and vulnerable safe. Only one instance of a citizen breaking quarantine rules have been published or mentioned in the reviewed press conferences, which indicates that it was a singular occurrence, or at the very least, highly improbable. While the citizens have received a fair share of praise from the government, the stores and restaurants, especially those placed in Nuuk, seems to have handled the restrictions and guidelines as good as they could. The bigger ones, however, with relation to the import of export of the products from the

fishing industry of Greenland, which is the most profitable resource, will be discussed in the next part.

6.1 Businesses and Economy

Focusing on the Greenlandic businesses which have been highlighted in the data, it is evident that they utilized preventative strategies in the early stages of the pandemic. Analysis of the data shows that both Royal Greenland and BANK of Greenland were quick to implement such strategies. In the theory section, Scholar Laurence Barton's four key elements were described. These four key elements were focused on the pre-crisis face and placed emphasis on how important it is for a business to be prepared for a crisis situation. Looking at the data from early March 2020, it is evident that Royal Greenland had implemented these four key elements. The first key element which they had implemented was that they were quick to utilize a plan on how to handle the situation already in the early stages of March. This was before there was evidence of any positive COVID-19 cases in the country. The second key element put emphasis on the importance of having a crisis response team within the business. This was also evident, as Royal Greenland informed that they created a special emergency response team to handle the COVID-19 situation. The third key element put emphasis on the importance of updating the crisis response plan once a year and having a spokesperson to handle the media. However, due to the rapid spread of COVID-19 around the world, Royal Greenland had decided to have daily briefings where they could change or apply new instructions in their crisis response plan. Moreover, it is evident that Royal Greenland did have spokesperson to inform the media about the current situation. This is evident in the data as it was head of communications Inga Dora Markussen from Royal Greenland who gave the statements to the media. The fourth and final key element put emphasis on the importance of having pre-drafted responses in case of emergencies. Due to the COVID-19 situation evolving so fast we can only assume that Royal Greenland already had pre-drafted responses ready. Additionally, the theory section in this paper puts emphasis on the need for a quick and accurate response. This means that the quicker and more accurate a business's utilize information to their stakeholders could enhance a business's positive reputation in the post-crisis phase. In the beginning of March 2020, the staff in Royal Greenland felt concerned about returning workers coming to Greenland from China. This was due to China being the hot-spot for COVID-19 at that time. Royal Greenland decided to act according to the employees concerns and chose to tell their workers from China not to return to Greenland. The comments data in the article shows that Royal Greenland's decision had been met with positive reactions from stakeholders. This could therefore lead to a more positive reputation

for Royal Greenland in the post-crisis phase. In the theory section, SCCT as well as scholar David L. Sturges put emphasis on the importance of instructing stakeholders in the event of a crisis as this would make stakeholders feel more reassured about the situation. This type of crisis response is also evident as Royal Greenland had decided to create a COVID-19 hotline so that employees could call if they had questions about COVID-19 and to reassure them. Additionally, Royal Greenland had decided to divide the hotline into three lines which meant that employees but also stakeholders in general could call a specific line for specific questions. In the beginning of March 2020, it is also evident that BANK of Greenland had utilized preventative strategies in their business so they would not experience any disruptions due to COVID-19. This is evident as BANK of Greenland had been developing and practicing their technical setups which would allow employees to work from home. This meant reducing any possibility of spread. This decision was met with positive public reaction in the data as this would protect employees' health. Due to concerns about the situation, Royal Greenland also instructed any of their customers who had been affected by the situation to call them so that the bank could assist them with delaying their loan payments. Moreover, they had also asked costumers with concerns to contact them if they felt that the situation would affect them in the future. Royal Greenland and BANK of Greenland's decision to inform and instruct their employees and costumers correlates with SCCT's first recommendation which puts emphasis on the importance of instructing as this would reduce bad reputation in the future. In the theory section, scholar Dwane Hal Dean put emphasis on the importance of showing sympathy towards stakeholders from the organization's side as this would lead to a more positive reputation in the post-crisis phase. The fact that BANK of Greenland had decided to reach out to their customers to help them financially as well as understanding their situation would then possibly lead to having a more positive reputation amongst stakeholders in the future as the bank would be seen as more reliable.

This paper questions if COVID-19 would impact businesses in Greenland. Reviewing the data, we can see that different businesses expressed that they faced economic problems when the pandemic hit in the beginning of March 2020. Fishing industries such as Royal Greenland and Polar Seafood experienced a deficit in the first six months as they found it difficult to sell their stock of fish due to closures of restaurants and cafes around the world. As mentioned in the analysis, Royal Greenland expected to lose millions due to COVID-19 however, despite seeing negative numbers and having to sell their fish for lower prices, Royal Greenland still felt optimistic that they would survive the pandemic. As mentioned in the analysis, Polar Seafood also experienced difficulties

selling their stock. However, despite those difficulties which would lead to negative numbers, Polar Seafood decided to donate 2 million to provide the health sector in Greenland with more equipment. This decision was met with positive reactions in Facebook comments where people expressed feelings of gratitude and respect for the Polar Seafood. This leads back to Dwane Hal Dean's notion on the importance of showing sympathy for those affected in a crisis situation as this would enhance organizational reputation amongst stakeholders. Considering that the situation with COVID-19 had affected most businesses around the world in a negative way, it leads you to wonder why a company like Royal Greenland does not seem to be that concerned despite losing millions. Looking through Royal Greenland's own website it is evident that Royal Greenland is in fact a state-owned company because all of its' shares is owned by the government ("Ownership and associated companies."). This is different compared to Polar Seafood who is a privately owned company. Does it make a difference when it comes to financial issues? Yes. In an article, CEO of Polar Seafood criticized Royal Greenland's decision to reduce their stock prices to be able to save jobs as this was seen as a short-term solution that would not work and an unfair way of doing business. The criticism was based on the fact that the government in Greenland had plans to support Royal Greenland with 500 million kroner which meant that the government would support their financial losses. On the other hand, a private company like Polar Seafood would have to look for money within the company to cover financial losses compared to Royal Greenland who would be secured by financial support ("Royal Greenland create unfair competition."). Having the financial security and support from the government could therefore be why Royal Greenland expresses optimism about the future even though they saw a deficit after the first six months because they are secured in ways that private companies are not. Greenlandic fishermen were exempt from some restrictions meaning that they could move freely to fish on the coast. However, they also experienced financial issues due to the reduction on prices and criticized that the aid-package which they had received by the government was given as a loan. The critique was received with negative reactions amongst Facebook comments expressing that fishermen did not need aid-packages and that some of them were in a favorable position to receive financial aid because they knew a person in the government. Raw material businesses also struggled economically due to COVID-19. Lack of investors, price reductions in the market and restrictions on employees travelling to Greenland for work resulted in financial difficulties as well as disruptions in the workplaces. Due the fact that majority of the mining companies are privately owned, aid packages were not in the talks. However, the Greenlandic government made the decision to make cheaper solutions for the companies as well as

adjusting companies' license obligations so that they could continue to do their work. Visit Greenland and Air Greenland experienced a big loss due to travel restrictions imposed by the government. Compared to the fishing industry, the tourism industry relied on passengers to fly and visit Greenland. As restrictions were imposed this meant that they had no costumers however, fishing industries were still able to catch fish and sell them to low prices. Due to lack of costumers, Visit Greenland and Air Greenland received aid-packages from the government due to the fact that they are state-owned.

Looking at Facebook comment data concerning Greenlandic businesses, a general concern about economy is evident. The concern is not so much about who was going to receive the aid-packages, but how the money was going to be paid back and if the government ends up with a big amount of debt. This could be because citizens in Greenland are worried about whether or not giving out aid-packages will affect the citizens financially in the future. Additionally, there is a concern evident for those who were to lose their job because of the situation. This is due to the high living prices in Greenland. A report from Statistics Denmark 2017 found that prices on goods in Greenland were 6 percent higher than in Denmark (Bosanac et al. 2). The high living prices in combination with job losses could therefore potentially result in financial struggle for many but also struggles with mental health and health in general. Preventative strategies are evident in the way that BANK of Greenland and Royal Greenland prepared for the pandemic in the beginning of March. However, due to the extraordinary situation many could not predict what the financial outcome was going to be for Greenlandic businesses. Travel restrictions in most countries including Greenland also limited ways of export/import to and from the rest of the world due to COVID-19. As a result, multiple Greenlandic businesses faced negative numbers due to restrictions and closures which resulted in less sales and reduction in prices. State-owned companies such as Royal Greenland and Visit Greenland were among those who were to receive financial support from the state however, private companies appeared to struggle more. Based on statements in the articles, it is therefore clear that Greenlandic companies overall faced a financial struggle due to COVID-19 in the first six months in 2020.

6.2 Dependency

The analysis shows that Greenland was very much dependent on getting help from Denmark to handle the situation. Not only were they dependent on Denmark for financial help but were also dependent on Denmark when it came to health staff and COVID-19 testing. Reviewing the data, it appears that Greenland had no means to be able to determine if COVID-19 tests were

negative or positive. This meant that Greenland had to rely on sending test samples to Denmark and wait for results. Additionally, Greenland did make an agreement to get test equipment delivered however, they could not tell when it would arrive due to challenges with air-traffic which caused frustrations for many. Considering the extraordinary situation, many countries were most likely not prepared for COVID-19, however, due to their position geographically it might have been easier to receive test equipment compared to Greenland which is isolated geographically and very much depended on air-traffic. The statements from the government found in the data regarding this issue correlates with response strategies mentioned in SCCT. Diminishment response strategies are evident in this case as the organization tries to minimize their responsibility by offering excuses or justifying actions. In this case, the government did not have any indication of when the tests would arrive but reassured that they had in fact made an agreement. In this case responsibility is slightly being shifted from the organization as they justify that they have done their part to make it happen. Focusing on the logistics of getting test results send to Greenland can be difficult however, statements in the data also express that it was due to the uncertainties of when planes would arrive and depart from Greenland. In this case you might question if it is in fact due to the government's own decision to put restrictions on air-traffic that causes delay in getting test results transported thus the responsibility would be on the Greenlandic government. Greenland also experienced many cancellations from health workers who were supposed to travel to Greenland from Denmark. However, the Danish government had asked staff to stay at home which meant that Greenland would face challenges in case of more positive COVID-19 cases. Based on the statements in the data concerning this issue, we also see that diminishment response strategies have been used as the Government expresses that they have done what they can, but due to cancellations and rules in Denmark it is not their responsibility to make the final decision on whether or not health staff can be send to Greenland or not. Like many other countries around the world, Greenland also experienced financial difficulties due to COVID-19. Statements in the analysis showed that the government in Greenland were dependent on Denmark for financial help to handle the situation. Moreover, the data also indicate that Greenland wanted to become part of the danish aid-package schemes. Additionally, it was later known that Greenland would benefit from Denmark's vaccine deal, meaning that Greenland would receive a certain number of vaccines. It is evident in the data that there was criticism of the government being dependent on Denmark for money when a majority of Greenlandic citizens voted for more independence. However, when it came to the news about Greenland receiving vaccines as part of a deal with Denmark the reactions are positive. A study

from Copenhagen University explored the relationship between Denmark and Greenland. The study found that 67,7 percent of adults living in Greenlandic wished for Greenland to become independent from Denmark (Breum). There appears to be a contradiction between wanting to be dependent when there is a crisis compared to when there is not. This might indicate that the people of Greenland are more likely to want to work towards a common goal in times of crisis, recognizing their dependence on other nations during such times. This might lead one to question whether or not Greenland will work as a completely independent country considering that the COVID-19 situation has highlighted a number of areas where the government in Greenland have had to depend on the Danish state for help.

6.3 Rules and Plans

In the analysis we saw that the government utilized communicative strategies including sending text messages with information about COVID-19 to citizens in Greenland. The text message included instructions on how to protect your loved ones against COVID-19 as well as general information about the situation. In this case, we see that bolstering strategies have been used because the organization tries to build good relationships with their stakeholders by connecting the two via text messages. Additionally, bolstering strategies also posit that the organization in this case tries to remind stakeholders of the good things that they are doing and to thank them for cooperating. This is evident in the text message that the government sent as it thanked citizens in Greenland for cooperating according to COVID-19 guidelines and also reminded them of what they could achieve by following such guidelines. This strategy also correlates with Dwane Hal Deans notion on the importance of showing sympathy. By sending such text messages, the organization shows sympathy for the stakeholders who are affected. Moreover, this strategy also correlates with David L. Sturges notion on the importance of instructing people at the breakout stage. In this case, the organization instructs and informs stakeholders via text messages to effectively make them act according to the rules and guidelines. The fact that the organization shows that they understand stakeholder's situation and ask them to corporate to save loved ones might also result with a good reputation in the post-crisis phase. The reaction to this decision was met with a positive comment and respect for the government. However, it was interesting to notice that only one person had commented on the matter compared to the number of comments in other articles. In the article concerning the introduction of the text message system, the government also made it clear that people should not panic and that they were prepared for the situation. Offering words of reassurance might also make stakeholders trust that the organization knows what it is doing. However, it is also

important to consider Lisa Tyler's notion on concern and guilt from the theory section. The organization might offer words of reassurance, sympathy, and concern for stakeholders however, it also important to question if the organization is doing this to cover any wrongdoing. This issue is discussed later in this section. The analysis also finds that the government had decided to ban all alcohol in Nuuk due to concerns about people coming together to drink alcohol which could lead to possible spread of COVID-19. According to the government, this was done to protect vulnerable children as they had to be first priority. This strategy also correlates with Dean's notion on sympathy, due to the government showing compassion for those who are vulnerable in society. The data highlights stakeholder reactions to this decision and it is met with some positive reactions and respect. In this case the positive responses correlate with Dean's notion on sympathy because the organization receive positive responses as well as respect from stakeholders. This could therefore enhance their reputation in the post-crisis phase. The government's decision to ban alcohol in Nuuk is met with positive reactions however, this might leave one questioning why such rules have only been implemented in Nuuk and not the rest of the country to protect children? It could be due to Nuuk being the capital meaning that the chance of more people meeting up and drinking might be higher however, this does not change the fact that there might be vulnerable children outside of Nuuk. The government's point of banning all alcohol in Nuuk to protect vulnerable children might be a good decision, but are they not forgetting those outside of Nuuk?. In 2018 Greenland implemented a law which was set to prevent big intakes of alcohol amongst citizens in Greenland, however this law was quickly ruled back in 2019 by the democratic party called Demokraatit to allow citizens to have free choices concerning alcohol (Kristiansen). However, it is interesting to notice that these are the same politicians who decided to ban alcohol in Nuuk. This might lead one to question if COVID-19 is the actual reason for implementing such rules or if it is in fact based on a new concern within current government about alcohol intake in general.

The analysis highlights that there are a number of issues concerning the rules and plans which the government had implemented in the beginning stages of the pandemic. Firstly, the government had acknowledged that people felt confused about the difference between restrictions in Nuuk compared to the rest of the country. To try and clear any confusion amongst citizen, the government promised that they would work out how to make an easy illustration about the rules. This strategy correlates with one of the recommendations in SCCT which posits that an organization must correct and adjust their information if the organization is challenged by stakeholders. In this case the government expressed that there has been confusion amongst citizens

in Greenland thus they are being challenged. Due to this challenge, the government in Greenland promised to make a better plan to inform their citizens. This might lead one to question why an easy illustration had not been made prior to the meeting. The government reassures that an illustration is on the way however, this could also mean that citizens who feel confused would continue to walk around not knowing what rules and restrictions that applies to them. Disagreements on financial matters are also evident in the government as one party did not agree with other parties about the need for aid-packages. However, due to the situation the majority went through with the law despite disagreements from the minority. Additionally, the government could not tell when those aid-packages would become available. This correlates with Benoit's notion on how to reduce offensiveness as a strategy. As mentioned in the theory section, reducing offensiveness can be described according to six different situations. In this case, transcendence would fit according to this particular situation as it describes that the offensive act is committed by one part because it serves something more important. Applying that onto this situation we see that the majority in government chose to go against the minority in government by implementing the law without their stance. This would most likely be seen as an offensive act according to the minority however, due to COVID-19 evolving into an extraordinary situation the majority decided because it served the purpose of saving businesses financially. The commission in Greenland also faced criticism from a politician named Sofia Geisler because the commission sometimes issued press releases in Danish only. Sofia Geisler argued that this would only create misunderstandings and lead people to search for information on social media sites. Looking at the statement from the commission in the analysis, we see that the commission acknowledge that it sometimes happens by mistake because the information needs to be provided quick. This correlates with Benoit's notion on evading responsibility as a strategy. As mentioned in the theory section, this strategy can be divided into four different situations. In this case, the commission's statement can be linked to accident as a type of situation because it was expressed that it had happened due to a mistake. By expressing this, the commission might try to evade responsibility for not providing press releases in Greenlandic due to how fast they need to operate. When focusing on Sofia Geisler's critique in the analysis section it is important to look at her political stance. Sofia Geisler is a member of a democratic socialist party in Greenland called Inuit Ataqatigiit. One of their political main goals is for Greenland to become independent from Denmark in the future (Finne). This might indicate why Sofie Geisler criticise the commission because she believes that it is important to hold onto the Greenlandic culture and native language. The analysis also found that majority of the comments were concerned with issues such

as school closures and the COVID-19 testing system. It appears that there was a general opinion that the government had failed to act fast enough to stop any possible spread of COVID-19. Despite seeing almost no positive cases in the beginning weeks of the pandemic, citizens appeared to be very concerned and wished for closures of schools. The government's approach to testing also faced criticism as many believed that the government should have been more prepared for such situations by testing more locally and not just testing in airports and in Nuuk. All of the issues mentioned above in this section might indicate that the government faced difficulties handling the situation from the beginning based on findings in the data. Additionally, it also appears that the rules and plans which had been implemented had not been utilized in a clear way causing misunderstandings between organization and stakeholders. Focusing on Greenland's history with tuberculosis, we see that this disease transmits in a similar way to COVID-19. A study on the government's website indicates that in 2014, Greenland found about 95 active cases of tuberculosis. On this page, the government acknowledges that numbers of active cases might not fall however, they do reassure that they have a strong national strategy in place to tackle any new cases ("Tuberkulose er fortsat et stort problem i Grønland."). Considering that the government did have a national strategy to tackle a disease such as tuberculosis and also considering the fact that COVID-19 and tuberculosis transmits in similar ways, it might lead one to question why the government waited with school closures and closing of borders until the first cases of COVID-19 were found in the country. It is, however, important to note that COVID-19 has become a new situation that governments are still trying to navigate in. Thus, for a country to be completely prepared for such situations might not be possible.

6.4 Travelling

The analysis found that authorities already in February 2020 had implemented preventative strategies against spread of COVID-19 in Kangerlussuaq airport. Moreover, findings also shows that the police force had put up posters for incoming travellers to instruct and inform them on what to do when they arrived in Greenland. This correlates with Sturges notion on the importance of instructing and informing stakeholders during a crisis as this reassures them and in most cases enhances the organization's future reputation. The authorities' decision to put up posters shows a clear illustration of what to do. This correlates with the importance of utilizing an accurate crisis response in the theory section. When the first case of COVID-19 was found in Greenland, the government and Air Greenland decided to stop all flights to and from Greenland as well as domestic flights. Air Greenland asked stakeholders to follow guidelines as this was very important to stop

any spread. This response correlates with Sturges notion on the importance of instructing stakeholders at the breakout stage as the need for immediate responses from them is vital. Focusing on the comments data, the analysis finds that there were quite a lot of stakeholders who wished for total border closures and only one comment questioning the possible consequences of Greenland becoming more isolated than it already is. A general concern for school closures, ban on alcohol and lastly border closures might indicate that stakeholders concern lies on people's health and not so much on economy. It might lead one to question if stakeholders have taken into consideration the vital roles that businesses and economy play to keep people's lives going too. Moreover, it is also interesting to see that there is an overwhelming wish to close borders when less restrictions on air traffic might make it easier for test equipment to reach the country. In June 2020, the government decided to introduce a slow opening of flights to and from Denmark. Focusing on comments data regarding this news, there seems to have been an overwhelming interest for travelling which stands in contrast to the opinions found from a couple of months prior to the opening. After the opening of flights, airports in Greenland faced criticism for not being able to control the number of travellers in airports according to the COVID-19 guidelines. However, airports acknowledged this and decided to make face masks mandatory. Moreover, they also introduced a rule where only those with tickets would be allowed inside the airports. This situation correlates with one of the recommendations mentioned in SCCT which posits that an organization must adjust information and responses if the organization is challenged by stakeholders. In this case airports decided to change their guidelines and restrictions because they faced criticism from stakeholders. The analysis also finds positive responses from stakeholders because of the rules which means that organizational reputation might be enhanced.

7. Conclusion

When analyzing the data, it is clear to see which actions Greenland has taken in order to prevent the spread of COVID-19 among its citizens. The most plainly used preventative strategy, which has also proven successful, is the use of isolating both the country and/or cities, when need be. This advantage has made it possible for the Greenlandic society to continue running, even at times when the infection had showed up within the country's borders. During the high-risk times, the country also benefitted from putting restrictions on travel behavior and requiring documentation from people entering the country. This allowed them the opportunity to monitor each traveler's test results before and after arriving into the country, along with information about each individual

person's whereabouts during the journey and the quarantine afterward. This lessened the need for extensive work in tracking a person's movement and whereabouts, if they should happen to get a positive COVID-19 result from their retest; This would save the resources that would otherwise be required to do the same, if they had not implemented this requirement. The biggest disadvantage Greenland faced was the county's inability to come up with test results for COVID-19 tests, but even at its worst, it only meant that the people in quarantine would have to extend their stay for however long it took to get the test kits to Denmark in order for them to get results back, and thus, be allowed back out into society. This constraint was solved when Greenland, after a bit of delay, received their own testing machine to use at a laboratory in Nuuk.

The Government of Greenland's use of social responsibility amongst the citizens was proven to be effective, even amongst those who might have been opposed to some of the restrictions or decisions that the government published. This was evident in the comments left on articles or press conferences regarding the government and businesses' decisions and actions during the pandemic. The analysis found evidence to support the theory in regard to the use of preventative strategies in the pre-crisis phase resulting in a possible good organizational reputation in the post-crisis phase. There was an overall positive response amongst comments when it came to the preventative strategies that some of the businesses in Greenland had taken prior to the first confirmed cases of COVID-19 in the country. The analysis found that Royal Greenland and BANK of Greenland in the pre-crisis phase had utilized strategies to directly communicate with stakeholders (e.g., telephone communication) to effectively provide reassurance. This was similar to strategies used by the government in order to help reassure the public that they were in control of the situation. This may indicate that stakeholders feel more reassured when an accurate and timely crisis response is being utilized by the organization. The analysis found an overall negative response amongst comments when it came to the rules and restrictions that the government had implemented. The analysis found that many felt confused about the information that they were given. This may be the result of the apparent diminishment strategies used by the government leading to conflicting and delayed information being communicated to the public. This reinforce the importance of accurate and timely communication being used. The analysis also found overall criticism regarding the speed at which the government implemented rules about issues such as school closures and closure of borders. Additionally, it was also found that industries in Greenland had suffered a deficit in the first six months of 2020. This happened as a result of the many disruptions in the export and import industry due to restrictions imposed in Greenland and the rest

of the world. Raw material industries were affected due to the reduced demand caused by COVID-19 prompting them to rely on cost cuts from government to keep business going. Additionally, due to border controls they were required to adapt staff levels. It was not possible to analyze specific communication strategies utilised to inform staff of this, however this would be an area of interest for further research. Royal Greenland and Polar Seafood experienced a deficit due to the difficulties of selling their stock and price cuts on fish. The analysis also found that the tourist industry experienced a deficit due to the government's decision to implement travel restrictions which caused disruption in sales. The analysis also saw competition amongst business owners and employees regarding the amount of financial assistance received from the government.

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