

MARKETING MIX OF CULTURAL INSTITUTIONS ON THE CROSS-BORDER MARKET OF A CITY DIVIDED BY A BORDER – AN ANALYSIS AND EVALUATION

Wróblewski Ł., Lis M.*

Abstract: The paper has an empirical nature. For the purposes of this article, the research was conducted in accordance with the interpretative research procedure using the interview method (CATI). The research objective was to learn the opinions of respondents on the effectiveness of actions related to marketing mix, used by the cultural entities of Cieszyn and Český Těšín. The produced research result enable a conclusion that marketing instruments used by Polish and Czech cultural institutions can be applicable to the process of shaping long-term relations with the recipients of the cultural offer, located on both sides of the border. It can also be assumed that, by using precisely the same marketing actions a cultural entity may shape long-term relations with recipients from both their own, as well as the other side of the border.

Key words: cross-border market, town divided by a border, cultural institutions, marketing mix.

DOI: 10.17512/pjms.2021.23.2.33

Article history:

Received March 28, 2021; *Revised* May 14, 2021; *Accepted* May 24, 2021

Introduction

Since the beginning of the 21st century, both in Poland and abroad, there has been a noticeable development of studies combining management with cross-border areas. In Poland, research on this subject was performed, e.g. by: Barska (2019), Dacko-Pikiewicz (2019); Dołzbłasz and Raczyk (2012); Kurowska-Pysz (2017); Szczepańska-Woszczyzna (2018); Walancik (2017) and Wróblewski (2020). Abroad, research related to management in borderlands was pursued by, e.g.: Balogh and Pete (2013, 2018); Böhm (2014); Castanho et al. (2017); Klatt (2017); Prokolla (2011), Sucháček et al. (2018); Ulrich (2019, 2020). The subjects of study pursued by the abovementioned researchers usually fit into the area of investigating:

- the shaping of cross-border tourist products,
- the behaviour of consumers in near-border areas,
- the development of entrepreneurship on cross-border markets,
- the management of cross-border partnerships in organisations,

* **Wróblewski Łukasz**, Associate professor, WSB University, Faculty of Applied Sciences, Dąbrowa Górnicza. **Lis Marcin**, PhD, WSB University, Faculty of Applied Sciences, Dąbrowa Górnicza.

✉ corresponding author: lwroblewski@wsb.edu.pl;

✉ mlis@wsb.edu.pl

-the management of public infrastructure in cross-border areas, or
-the shaping of the broadly understood cooperation network in near-border areas.

However, an analysis of scientific papers included in the Web of Science and Scopus bases indicates that the problem of marketing conditions for the shaping of relations in towns divided by state borders is virtually never addressed. There is a notable gap in this area of knowledge. Even more so, there is an absence of research which would address the issues of shaping long-term relations of cultural institutions with clients, or managing the relations on this peculiar market. The studies pursued by researchers are primarily related to the management of cultural infrastructure in Euroregions and European cross-border towns, under the concept of the so-called 'Eurocities'. Such studies are conducted, e.g. by a group of Spanish and Portugal researchers affiliated with the University of Extremadura (Spain) or the Portugal VALORIZA research centre in Portalegre (Loures et al., 2019). This research involves in particular four Spanish-Portugal pairs of cities, forming the so-called 'Eurocities' (Badajoz-Elvas, Tuy-Valença, Verin-Chaves, Ayamonte-Vila Real de Santo António). Similar studies are also pursued on the Polish-German borderland by the European University Viadrina (Frankfurt Oder), e.g. in relation to the town of Ślubice-Frankfurt Oder (Ulrich and Krzymuski, 2019; Ulrich, 2020). On the Slovakian-Hungarian borderland (Štúrovo–Esztergom), researchers from the Eötvös Loránd University in Budapest are in turn involved in studies related to joint Slovakian-Hungarian cultural heritage in the context of creating cross-border tourist products (Balogh and Pete, 2018). Similar issues related to the Italian-Slovene borderland (Gorizia-Nova Gorica) are also studied by the workers of the Gorizia Research Centre of the University of Udine. This research resulted, e.g. in the Slovene-Italian project called 'Go!2025.Nova Gorica-Gorizia European Capital of Culture 2025'. Since 2015, the issues of the functioning of a cross-border market of cultural services in European cities have also become the interests of the Transfrontier Euro-Institute Network (TEIN) based in Kehl-Strasbourg, and, due to the actions of one of the authors of the paper, they are also addressed under the COST Action of the European Scientific and Technical Programme called 'Writing Urban Places. New Narratives of the European City' (CA18126) - which confirms the growing significance of this research area. In response to the identified knowledge gap, the main objective of the present paper is to investigate how actions related to marketing mix taken by Polish and Czech cultural entities are perceived by the recipients of the cultural offer on both sides of the border of Cieszyn-Český Těšín, the city divided by a border.

Materials and Methods

Cieszyn and Český Těšín are the main cities of the Cieszyn Silesia region, located on the Olza River. This region lies in the near-border area of southern Poland and north-eastern Czechia, in close proximity to Slovakia. Both cities, which are the centre of Euroregion Cieszyn Silesia-Tešínske Slezko, are placed at almost

identical distances from the capitals of their home countries (approx. 380-390 km). Selected information about Cieszyn and Český Těšín is presented in table 1.

Table 1. Cieszyn and Český Těšín: geography, government, demography, culture, economy

Specification	Cieszyn	Český Těšín
Area	28.6 km ²	44.0 km ²
County town status	Yes	No
Population	approx. 36 thousand	approx. 26.5 thousand
Ethnic homogeneity	Yes	No
Per capita income	approx. € 659 (2012)	approx. € 653.3 (2012)
Unemployment level	10.8% (2012)	11.0% (2012)

Source: the authors' own research.

The cross-border cultural offer of both towns is the result of the activities of numerous institutions, whose proposals are not limited just to recipients on one side of the river, along which the border extends (Wróblewski et al., 2018). Table 2 presents cultural entities making up the supply side of the cross-border market of cultural services in Cieszyn-Český Těšín, the town divided by a border.

Table 2. Cultural entities in Cieszyn-Český Těšín, the town divided by a border

Cultural entities in the town of Cieszyn-Ceský Těšín	
Type of entity	Specification
Theatre	Cieszyn Theatre in Český Těšín, Adam Mickiewicz Theatre in Cieszyn
Museum	Museum of Cieszyn Silesia, Museum of Cieszyn Land, Museum of Printing, Museum of Protestantism, Museum of the 4th Regiment of Podhale Riflemen
Library	The Cieszyn Library, the Public Town Library in Cieszyn, the Town Library in Český Těšín, the Museum and Library of the Brothers of St. John of God.
Cultural centre	The National House Cieszyn Cultural Centre, the Cieszyn Castle, the House of Children and Youth in Český Těšín, the Neighbourhood Centre for Culture and Recreation, the 'Shooting range' Cultural Centre in Český Těšín
Cinema	The 'Piaśt' Cinema in Cieszyn, the 'Central' Cinema in Český Těšín, Cinema City in Cieszyn
Gallery	Culture Hive in Cieszyn, Gallery at the Gate
Club, Café Club	The Avion Café and Reading Room, the Kornel and Friends Literary Café, the Tree Hole Club, the Museum Café, the Pale Dawn Club, the Laja Teahouse
Cultural and educational organisation	Polish Association for Culture and Education in the Czech Republic, Polish Congress in the Czech Republic, the Cieszyn Motherland Society, the Friends of Polish Book Association, Polish Vocal Association Collegium Cantorum, Polish Artistic Association 'Ars Musica', Educational Society in the Czech Republic, the Pedagogical Centre for Polish Nationalist Education, the 'At the Border' Political Critique Centre, the 'Culture at the Border' Association, the Man at the Border Association, Polish-Czech-Slovakian Solidarity, the 'Be Together' Association of Mutual Help, the 'Olza' Association for Development and Regional Cooperation, the Education Talent Culture Association in Český Těšín
Musical	The 'Harmony' Choir of the Silesian University, the Representative

ensemble (choir, orchestra)	Ensemble of the Main Board of the 'OLZA' Polish Association for Culture and Education, the Janina Marcinkowska Song and Dance Ensemble of the Cieszyn Land, the 'Slezan' folk group from Český Těšín, the 'Cieszynianka' Wind Ensemble
Publishing house (printing house)	The ARKA Publishing House, the 'AKANT' s.c. Printing and Publishing house, the Logos Press Printing and Publishing house, the LONGPRESS Publishing House, the MODENA Printing Company, the FINIDR, s.r.o. Printing House (Publishing House) in Český Těšín, the INTERFON Publishing House
Press and magazines	'The Cieszyn Land Voice', 'The Voice' Polish Paper in the Czech Republic, 'The Phrase' Monthly of the PZKO.

Source: the authors' own research, based on (Wróblewski et al., 2018)

The large number of cultural entities actively operating in Cieszyn-Český Těšín, the city divided by a border, translates directly into the rich and artistically diverse cultural offer. It should be pointed out that Cieszyn's cultural institutions of the local government alone organised over 1600 cultural events of various kinds in 2016, with the participation (as estimated by the hosts of these events) of over 265 thousand people (Wróblewski and Kasperek, 2019).

The direct surveys designed and performed by the author focused on the inhabitants of Cieszyn-Český Těšín, the city divided by a border, who use the services of cultural institutions in this town. Those studies were quantitative, performed using the interview method. The surveying was performed using the CATI technique, in October and November 2019, on a sample of 1035 inhabitants of Cieszyn (555 respondents) and Český Těšín (480 individuals), who in the years 2018-2019 used the services of cultural entities located both in Cieszyn and in Český Těšín at least once. By giving their answers to the questions of the interview, the respondents presented their opinions on the investigated actions related to marketing mix. Due to the lack of a complete sampling frame (a list of all inhabitants of Cieszyn and Český Těšín who use the services of cultural entities located on both the Polish and the Czech side of Cieszyn-Český Těšín, the city divided by a border), a decision was made to use the pre-existing base of inhabitants of Cieszyn and Český Těšín using the cultural offer available both on the Polish and the Czech side of the city, and perform drawing from this very base. It was prepared using the base of inhabitants benefiting from the cultural offer of both towns, developed for the needs of the study called *'Diagnosis of the cultural needs of the inhabitants of Cieszyn and Český Těšín'* performed in 2018 with the author's participation, commissioned by the Cieszyn Town Hall as part of the cross-border project called *'Programme for the culture of Cieszyn and Český Těšín'*. It was assumed that the sample should include comparable numbers of the inhabitants of Cieszyn and Český Těšín (approximately 2% of the entire population of both Cieszyn and Český Těšín, no less than 1.5%); the sample should include inhabitants who use the cultural offer of Cieszyn and Český Těšín, both regularly and sporadically (in all possible combinations - a minimum of 50 individuals in each group), and that females should constitute a more numerous group than males, but no more than 65% of all respondents. Therefore, a lot of effort was made for

the structure of the studied sample to be the best reflection of the actual structure of the recipients of the cultural offer in Cieszyn and Český Těšín.

Before the commencement of the principal studies, the questionnaire was subject to a preliminary (pilot) study in order to eliminate possible errors of the research tool and assess its correctness and usefulness for the accomplishment of the research objectives. Due to the fact that the pre-existing base included the contact telephone numbers of the individuals who had participated in previous research projects, it was decided to proceed with the study using the interview method, the technique of computer-assisted telephone interviewing (CATI). The quantitative studies used the standardised interview questionnaire in the Polish and Czech languages, consisting of four substantive parts forming a total of nine questions, as well as a data sheet.

The substantive questions were formulated as closed-ended, semi-closed-ended or open-ended questions, as well as questions in the form of tables. The applied scales were seven-level ordered scales (the Likert scale). The substantive questions were related strictly to the research objectives. The data sheet questions enabled characterising the surveyed individual and allowed for the presentation of the yielded results in research summaries (table 3).

Table 3. Characteristics of the studied sample (N=1035)

Specification		The inhabitants of Cieszyn (N=555)		The inhabitants of Český Těšín (N=480)		Total (N=1035)	
		Absolute number	Percentage of the studied sample	Absolute number	Percentage of the studied sample	Absolute number	Percentage of the studied sample
Sex	Female	307	55.3	247	51.5	554	53.5
	Male	248	44.7	233	48.5	481	46.5
Age	18-24 years	204	36.8	117	24.4	321	31.0
	25-34 years	190	34.2	154	32.1	344	33.2
	35-44 years	82	14.8	104	21.7	186	18.0
	45-54 years	50	9.0	71	14.8	121	11.7
	55-64 years	21	3.8	21	4.4	42	4.1
	Over 64 years	8	1.4	13	2.7	21	2.0
Education	Primary/ lower secondary	7	1.3	27	5.6	34	3.3
	Vocational	32	5.8	1	0.2	33	3.2
	Full secondary	317	57.1	263	54.8	580	56.0
	Higher	199	35.9	189	39.4	388	37.5

The frequency of using the services of the cultural entities of Cieszyn	Very frequently	129	23.24	43	8.96	172	16.62
	Frequently	324	58.39	66	13.75	390	37.68
	Rarely	64	11.53	232	48.33	296	28.60
	Very rarely	38	6.85	139	28.96	177	17.10
The frequency of using the services of the cultural entities of Český Těšín	Very frequently	75	13.51	115	23.96	190	18.36
	Frequently	56	10.09	235	48.96	291	28.12
	Rarely	248	44.68	98	20.42	346	33.43
	Very rarely	176	31.71	32	6.67	208	20.10

Source: the authors' own research.

The sample consisted of 555 inhabitants of Cieszyn (approximately 1.54% of all inhabitants of this town) and 480 inhabitants of Český Těšín (approximately 1.81% of the population of Český Těšín). Among them, 53.5% were females and 46.5% were males, which largely corresponds to the distribution of the general population of Poles and Czechs according to gender. They were usually individuals aged from 25 to 34 years (33.2%) and from 18 to 24 years, with full secondary (56.0%) or higher education (37.5%).

Results

The studies performed on a group of 1035 recipients of the cultural offer – the inhabitants of Cieszyn-Český Těšín, the town divided by a border, enabled the evaluation of actions related to marketing mix, taken by the cultural entities of Cieszyn and Český Těšín. The results yielded both in the group of Polish, as well as Czech respondents, are presented on figure 1.

Components of marketing mix instruments	-3	-2	-1	0	1	2	3
The offer of cultural institutions is well adjusted to my needs		0, 59					0, 80
The offer of cultural institutions is of high quality		0, 84					1, 14
The offer of cultural institutions provides entertainment for me		04					1.

	8		05
The offer of cultural institutions broadens my knowledge	0,55		0,86
The admission price to paid events offered by cultural institutions is low	0,63		0,89
The tickets to paid events offered by a cultural institution can be bought under preferential conditions (at a reduced price)	0,34		0,54
The offer of cultural institutions is usually available for free	0,58		0,28
The cultural institution offers discount prices to its regular customers	0,14		0,16
In the direct vicinity of the cultural institution there is a large number of parking spaces	0,51		0,22
The interiors of the cultural institution are visually attractive	1,25		1,02
The cultural institution provides its services in hours which are convenient to me	1,16		1,09
The tickets to the events organised by the cultural institution are distributed in a manner which is convenient to me	0,59		0,90
Information on the offer of the cultural institution is available on the Internet	1,40		1,05
Information on the offer of the cultural institution is visible 'in town' at the side of the border where my place of residence is	0,39		0,11
Information on the offer of the cultural institution is available in local press published in my national official language	0,29		0,04
Promotional materials related to the cultural institution and prepared in my official language are available in the office of that institution	0,58		0,46
The employees of the cultural institution are friendly	1,11		1,29
The employees of the cultural institution are helpful (they are available for information, advice)	1,04		1,17
The employees of the cultural institution are bilingual - if necessary, they communicate in the language of the neighbouring country	0,0		0,08

	09	
The employees of the cultural institution perform their work with enthusiasm	0, 23	0, 76

Figure 1: Assessment of marketing actions of cultural entities in Cieszyn and Český Těšín made by the surveyed inhabitants (N = 1035, average scores).

Where: -3 means I definitely disagree, and 3 means I definitely agree; the red line refers to cultural institutions located in Cieszyn, the blue line refers to cultural institutions located in Český Těšín

The following conclusions can be drawn from the results presented on figure 1:

- the surveyed recipients of the cultural offer in Cieszyn-Český Těšín, the town divided by a border, have very similar opinions about actions related to marketing mix of both Polish, as well as Czech cultural entities. However, the respondents gave a slightly higher score to the product of Czech cultural institutions;
- in a vast majority of cases, the scores related to the specific components of marketing mix fall within a range of 0 to 1.5 (on a seven-level, bipolar Likert scale). This means that a considerable number of the respondents have a rather positive view of actions related to marketing mix of cultural entities functioning both in Cieszyn and in Český Těšín;
- the respondents gave average scores to the product and distribution components of both Polish and Czech cultural institutions (none of the components making up the individual instruments of marketing mix received a score above 1.5), while actions related to the area of marketing communication and prices were relatively low-rated. However, it should be noted that the lowest score of all components did not go below a threshold of -0.3 points. Such a state of things can suggest that the actions of cultural entities related to marketing mix are at a very average level, which may indicate the necessity of modifying the marketing instruments, so that in the future they could translate into initiating and then strengthening relationships with the recipients of the cultural offer to an even larger extent.

When evaluating the individual instruments of marketing mix on the Polish-Czech cross-border market of cultural services, it should also be examined how actions related to main marketing instruments are rated by recipients broken down into the inhabitants of the Polish and the Czech side of the border. Scores given by the inhabitants of the Polish side of the city are presented on figure 2.

Components of marketing mix instruments	-3	-2	-1	0	1	2	3
The offer of cultural institutions is well adjusted to my needs		0, 42					1, 30
The offer of cultural institutions is of high quality		0, 93					1, 28

The offer of cultural institutions provides entertainment for me	0, 90		0, 91
The offer of cultural institutions broadens my knowledge	0, 48		1, 03
The admission price to paid events offered by cultural institutions is low	0, 86		0, 86
The tickets to paid events offered by a cultural institution can be bought under preferential conditions (at a reduced price)	0, 34		0, 43
The offer of cultural institutions is usually available for free	- 0, 86		0, 67
The cultural institution offers discount prices to its regular customers	- 0, 02		0, 03
In the direct vicinity of the cultural institution there is a large number of parking spaces	- 0, 28		0, 32
The interiors of the cultural institution are visually attractive	0, 78		1, 49
The cultural institution provides its services in hours which are convenient to me	0, 88		1, 39
The tickets to the events organised by the cultural institution are distributed in a manner which is convenient to me	0, 50		1, 18
Information on the offer of the cultural institution is available on the Internet	0, 75		1, 95
Information on the offer of the cultural institution is visible 'in town' at the side of the border where my place of residence is	- 1, 28		1, 52
Information on the offer of the cultural institution is available in local press published in my national official language	- 1, 04		1, 33
Promotional materials related to the cultural institution and prepared in my official language are available in the office of that institution	- 0, 29		1, 45

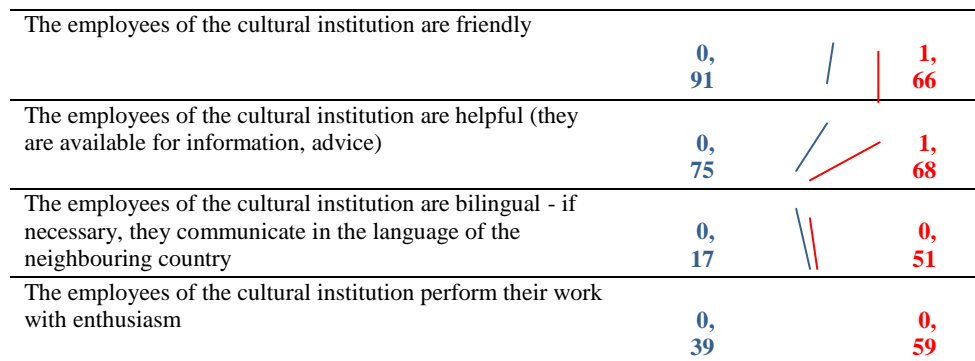


Figure 2: Assessment of marketing actions of cultural entities in Cieszyn and Český Těšín made by the surveyed inhabitants of Cieszyn (N = 555, average scores).

Where: -3 means I definitely disagree, and 3 means I definitely agree; the red line refers to cultural institutions located in Cieszyn, the blue line refers to cultural institutions located in Český Těšín

When analysing figure 2, it can be noticed that the surveyed inhabitants of Cieszyn gave definitely higher scores to the marketing actions of cultural entities located on the Polish side of the city. Such state of things could have been expected, considering the fact that the vast majority of cultural entities in Cieszyn (in particular, the cultural institutions of local governments) develop their service offer, as well as the remaining components of the marketing mix, mainly with the inhabitants of Cieszyn in mind (this results directly from the missions of these institutions). It is worth pointing out that the highest divergence of opinions has been noted in relation to marketing communication. Therefore, the fact that the surveyed recipients of the cultural offer located on the Polish side of the border gave the lowest rating (below average – negative scores) to this very marketing instrument, can be of significance for the managers of cultural institutions in Český Těšín. The respondents claimed that information about the offer of the cultural institutions of Český Těšín (e.g. posters, billboards) is not visible ‘in town’ on the Polish side of the border, nor is it available in local press published in the Polish language. Completely different scores were given to components making up the marketing communication of cultural entities in Cieszyn. This is because the surveyed inhabitants of Cieszyn claimed that information on the offer of cultural institutions in Cieszyn is available on the Internet, in local press printed in Polish, it is visible ‘in town’, and the promotional materials (guidebooks, programmes, price lists) related to a cultural institution in Cieszyn are available in the office of that institution. It should be noted that the cultural offer of cultural entities from Český Těšín was rated by the inhabitants of Cieszyn at a similar level to the offer available on the Polish side of the city.

At the same time, attention should be paid to how the individual components of the marketing mix were rated by the recipients of the cultural offer from Český Těšín (figure 3).

Similarly to the surveyed inhabitants of Cieszyn, the recipients of the cultural offer from the Czech side of the town gave higher scores to the components of marketing mix of cultural entities located on their own (home) side of the town. The inhabitants of Český Těšín gave the lowest scores to the marketing actions of Polish cultural entities in the area of marketing communication. High discrepancy can also be observed in relation to components of the product, which may suggest that the offer of cultural entities available on the Czech side of the border is better adjusted to the needs of the inhabitants of Cieszyn than the offer of Polish cultural institutions to the expectations of the inhabitants from Český Těšín. Such a situation seems justified, e.g. by the fact that on the Czech side there is an active theatre, which stages regular plays in the Polish language, dedicated to Polish audience. Additionally, in Český Těšín there are numerous active Polish cultural organisations (e.g. Polish Association for Culture and Education in the Czech Republic), which are the hosts of numerous cultural events in this city, also dedicated to the inhabitants of the Polish side of the city.

Components of marketing mix instruments	-3	-2	-1	0	1	2	3
The offer of cultural institutions is well adjusted to my needs		- 0, 22					1, 25
The offer of cultural institutions is of high quality		0, 34					1, 38
The offer of cultural institutions provides entertainment for me		- 0, 02					1, 13
The offer of cultural institutions broadens my knowledge		0, 04					1, 16
The admission price to paid events offered by cultural institutions is low		0, 35					0, 93
The tickets to paid events offered by a cultural institution can be bought under preferential conditions (at a reduced price)		0, 23					0, 67
The offer of cultural institutions is usually available for free		0, 56					0, 40
The cultural institution offers discount prices to its regular customers		0, 21					0, 43
In the direct vicinity of the cultural institution there is a large number of parking spaces		0, 73					- 0, 08

The interiors of the cultural institution are visually attractive	0, 96	/ \	1, 25
The cultural institution provides its services in hours which are convenient to me	0, 90	/ \	1, 34
The tickets to the events organised by the cultural institution are distributed in a manner which is convenient to me	- 0, 22	/ \	1, 35
Information on the offer of the cultural institution is available on the Internet	0, 76	/ \	1, 62
Information on the offer of the cultural institution is visible 'in town' at the side of the border where my place of residence is	- 0, 93	/ \	1, 71
Information on the offer of the cultural institution is available in local press published in my national official language	- 0, 90	/ \	1, 12
Promotional materials related to the cultural institution and prepared in my official language are available in the office of that institution	- 0, 42	/ \	1, 43
The employees of the cultural institution are friendly	0, 53	/ \	1, 66
The employees of the cultural institution are helpful (they are available for information, advice)	0, 32	/ \	1, 65
The employees of the cultural institution are bilingual - if necessary, they communicate in the language of the neighbouring country	- 0, 78	/ \	- 0, 03
The employees of the cultural institution perform their work with enthusiasm	- 0, 09	/ \	1, 19

Figure 3: Assessment of marketing actions of cultural institutions in Cieszyn and Český Těšín made by the surveyed inhabitants of Český Těšín (N = 480, average scores)

Where: -3 means I definitely disagree, and 3 means I definitely agree; the red line refers to cultural institutions located in Cieszyn, the blue line refers to cultural institutions located in Český Těšín

Table 4 presents the averaged scores related to the instruments of marketing mix, broken down into various segments of the audience of the cultural offer on the cross-border market of cultural services. The adopted separability criterion

involved the frequency with which the surveyed inhabitants of Cieszyn and Český Těšín used the cultural offer, which is available on both sides of the border.

Table 4. Assessment of the instruments of marketing mix of cultural institutions in Cieszyn and Český Těšín made by the surveyed inhabitants (scores on a seven-level Likert scale from -3 to 3, divided into segments of the audience of the cultural offer)

Instruments of marketing mix	Location of cultural institutions	Averaged prices for the selected segment of the audience of the cultural offer in the town of Cieszyn-Český Těšín							
		Segment I The inhabitants of Cieszyn regularly using the cultural offer of Cieszyn and Český Těšín	Segment II The inhabitants of Cieszyn regularly using the cultural offer of Cieszyn and sporadically using the	Segment III The inhabitants of Cieszyn sporadically using the cultural offer of Cieszyn and regularly using the	Segment IV The inhabitants of Cieszyn sporadically using the cultural offer of Cieszyn and Český Těšín	Segment V The inhabitants of Český Těšín regularly using the cultural offer of Český Těšín and Cieszyn	Segment VI The inhabitants of Český Těšín regularly using the cultural offer of Český Těšín and sporadically using the	Segment VII The inhabitants of Český Těšín sporadically using the cultural offer of Český Těšín and regularly using the	Segment VIII The inhabitants of Český Těšín sporadically using the cultural offer of Český Těšín and Cieszyn
Product	Cieszyn	1.31	1.54	-0.73	-0.38	1.62	-0.32	1.12	-0.46
	Český Těšín	1.58	0.54	1.14	-0.10	2.09	1.70	-0.05	-0.30
Price	Cieszyn	0.74	0.73	-0.11	-0.81	1.24	0.08	1.35	-0.17
	Český Těšín	0.24	0.09	0.14	-0.41	0.70	0.94	-0.28	0.06
Distribution	Cieszyn	1.29	1.44	-0.16	-0.19	1.6	0.44	1.80	0.35
	Český Těšín	0.88	0.44	0.69	-0.15	1.41	1.23	0.13	0.10
Marketing communication	Cieszyn	1.58	1.81	0.59	0.73	-0.33	-0.44	-0.03	-0.41
	Český Těšín	-0.24	-0.54	-0.49	-0.29	2.04	1.63	0.83	0.79
Personnel	Cieszyn	1.52	1.26	0.10	0.23	0.16	-0.08	0.31	-0.29
	Český Těšín	1.19	0.48	0.62	0.18	1.59	1.33	0.51	0.42

Source: the authors' own research.

The scores presented in table 4 indicate that the recipients of the cultural offer who regularly use the services of cultural entities from Cieszyn and Český Těšín rate the

individual instruments of the marketing mix definitely higher than respondents who use this offer sporadically. However, the marketing communication of cultural institutions in Český Těšín is an exception, as it was rated negative by the inhabitants of Cieszyn who regularly use the offer available on the Czech side of the town. Likewise, the communication of cultural institutions from Cieszyn has been given a low score by the inhabitants of Český Těšín regularly using the offer available on the Polish side of the town. It is a clear signal for the managers of cultural entities functioning in Cieszyn-Český Těšín, the town divided by a border, to change or modify the previous manners of communicating with the market (especially with recipients located on the other side of the town). It is possible to accomplish in the near future, since actions taken in this area constitute a typical example of tools of operational marketing, which are activated temporarily, depending on the current situation on the market.

There was no confirmation of the research hypothesis adopted in the paper, stating that, for Polish and Czech cultural entities of Cieszyn-Český Těšín, the city divided by a border, marketing actions associated with marketing communication would receive the highest rating. This is because the performed research indicates that the inhabitants of both Cieszyn and Český Těšín gave much higher scores to actions related to the product or distribution.

Discussion and Conclusion

The produced research result enable a conclusion that the marketing instruments of cultural institutions located both on the Polish, as well as on the Czech side of Cieszyn-Český Těšín, the city divided by a border, have been evaluated positively by the inhabitants of this peculiar town. Therefore, it can be assumed that instruments used so far by these entities can be applicable to the process of shaping long-term relations with the recipients of the cultural offer, located on both sides of the border. It can also be assumed that, by using precisely the same marketing actions directed at inhabitants from both sides of the border, a cultural entity may shape long-term relations with recipients from both their own, as well as the other side of the border. However, this does not mean that these tools will be just as effective with respect to recipients from both the Polish and the Czech side of the city divided by a border.

Based on the performed studies, it can be concluded that the basic pattern of classification for marketing instruments, distinguished as part of the classical concept of marketing and originating from the marketing mix model popularised by E.J. McCarthy (1960) in the form of the so-called *Four Ps* (*Product, Price, Place, Promotion*), or '4P', subsequently supplemented by a fifth element – personnel, meaning '5P', can be applicable to the shaping of long-term relations of cultural entities on the cross-border market. However, some authors believe the '5P' marketing paradigm to be obsolete, or even erroneous (mainly due to the fact that the classification of the elements of a set does not fulfil any of the five main principles of logically correct classification). Its usefulness is also questioned by

some promoters of relationship marketing, who frequently replace it with the '5I' concept proposed by D. Peppers and M. Rogers (1997) (*Identification, Individualisation, Interaction, Integration, Integrity*). However, this proposal also has some of the drawbacks associated with the '5P' paradigm. S. Kaczmarczyk (2016) points out that the starting point for the construction of a new marketing paradigm should include its categories, such as: people (the individuals performing marketing actions), characteristic groups of marketing actions (elements of marketing), methods related to actions and instruments, the means of work, which consist of tools (instruments) and objects of work, as well as the results of marketing actions (marketing products). However, in the authors' opinion, in relation to cultural institutions, the changes proposed by S. Kaczmarczyk seem too radical. Several decades of failing to change the paradigm caused the model of marketing mix to already embed itself into the actions of entities from various areas, also including cultural institutions. In addition, considering the fact that new concepts of marketing are transferred to the area of culture very carefully and with a certain delay (as compared to, e.g. other categories of non-profit organisations), a change in the paradigm of marketing in cultural institutions should proceed gradually - by way of evolution (not revolution). This is why, in the process of shaping long-lasting relations on the cross-border market of cultural services, upon the introduction of proper modifications, it is reasonable to use both the classic concept of marketing based on the '5P' paradigm, as well as the concept of relationship marketing. The implementation of the assumptions of the '5P' paradigm should translate into on the forming of bonds - an increase in the scope of cultural participation by raising awareness of the needs and stimulating the motivation for participation in culture among individuals who have not yet used the cultural offer. The implementation of main assumptions of the concept of relationship marketing should in turn cause the strengthening of bonds with the recipients of culture (Wróblewski and Lis, 2020; Ismail et al., 2020; Rajiani and Kot, 2020). As a result, the recipient of the cultural offer becomes the most important stakeholder of the organisation, who initiates and strengthens the relationships with other clients (often from the other side of the border), becoming along with them (e.g. by means of social media) a reviewer, or even a creator of marketing actions taken by the cultural entity. By striving for interactions in every possible point of contact, both sides of the relationship create a joined, unique value.

The limitations of the present paper are associated primarily with the research method used in direct studies. In spite of their obvious advantages, studies performed using the interview method, the CATI technique, also have drawbacks, which largely affect the quality of the produced results. It should be kept in mind that even representative quantitative studies of the demand side of the market, performed using the interview method (CATI) among randomly selected recipients of the cultural offer of Cieszyn and Český Těšín, provide a basis for the generalisation of research results only for the population of Cieszyn-Český Těšín,

the city divided by a border. However, generalisations related to the entire Polish-Czech cross-border market of cultural services should be approached very carefully (with due reservations). In addition, it should be kept in mind that European towns divided by borders constitute a very heterogeneous category, which is internally diverse in numerous aspects. In many cases, the only element linking them together is the fact of the existence of a state border, dividing the town into two parts. This is why the results and conclusions of the research referring to the city of Cieszyn-Český Těšín presented in the paper cannot be generalised for all cities divided by borders.

Acknowledgements

"The project is funded under the program of the Minister of Science and Higher Education titled "Regional Initiative of Excellence" in 2019-2022, project number 018/RID/2018/19, the amount of funding PLN 10 788 423,16"

References

- Balogh, P., (2013). Sleeping abroad but working at home: Cross-border residential mobility between transnationalism and (re)bordering, *Geografiska Annaler: Series B, Human Geography*, 95(2), 189-204.
- Balogh, P., Pete, M., (2018). Bridging the Gap: Cross-border Integration in the Slovak-Hungarian Borderland around Štúrovo-Esztergom, *Journal of Borderlands Studies*, 33(4), 605-622.
- Barska, A., (2019). *Konsumenci pokolenia Milenium na rynku innowacyjnych produktów żywnościowych na obszarach przygranicznych Polski, Niemiec, Czech i Słowacji*, Zielona Góra, Oficyna Wydawnicza Uniwersytetu Zielonogórskiego.
- Böhm, H., (2014). A Comparison of Governance forms For Cross-border Co-operation Within the EU, *Journal of Cross-border Studies*, 9, 36-50.
- Castanho, R.A., Loures, L., Cabezas, J. and Fernández-Pozo, L., (2017). Cross-Border Cooperation (CBC) in Southern Europe - An Iberian Case Study. The Eurocity Elvas-Badajoz, *Sustainability*, 9(3), 360.
- Dacko-Pikiewicz, Z., (2019). The selected aspects of strategic management in the city divided by the border in the context of the development of the cross-border market of cultural services, *Polish Journal of Management Studies*, 19(1). 130-144.
- Dolzbłasz, S., Raczyk, A., (2012). Transborder openness of companies in a divided city: Zgorzelec/Görlitz Case study, *Tijdschrift voor Economische en Sociale Geografie*, 103(3), 347-361.
- Ismail, N., Kot, S., Abd Aziz, A.S. and Rajjani, I., (2020). From innovation to market: Integrating university and industry perspectives towards commercialising research output, *Forum Scientiae Oeconomia*, 8(4), 99-115.
- Kaczmarczyk, S., (2016). System nowego marketingu w świetle krytyki jego podstawowego paradygmatu, *Handel Wewnętrzny*, 5(364), 103-114.
- Klatt, M., (2017). The Danish-German border region: Caught between systemic differences and re-bordering, *Eurasia Border Review*, 8(1), 15-30.
- Kurowska-Pysz, J., Ulrich, P., (2019). Polish-German Cooperation in the Field of Cultural Heritage: the Case of the European Park Association of Lusatia, *Cultural Management:*

- Science and Education*, 3(2), 123-143.
- Kurowska-Pysz, J., Wróblewski, Ł. and Szczepańska-Woszczyzna, K., (2018). *Identification and assessment of barriers to the development of cross-border cooperation*, [In:] K.S. Soliman (Ed.), *Innovation Management and Education Excellence through Vision 2020*, Milan: International Business Information Management Association.
- Loures, L., Castanho, R.A., Gómez, J.M.N., Cabezas, J. and Fernández-Pozo, L., (2019). *The Influence of Cross-Border Cooperation (CBC) in the Fostering of Entrepreneurship and Regional Development: A Step Closer to Achieve Major Structural Changes and Sustainable Cities Within European Territory*, [In:] L. Cagica Carvalho, C. Rego, M. Lucas, M. Sánchez-Hernández, A. Backx Noronha Viana A. (Eds.), *New Paths of Entrepreneurship Development. Studies on Entrepreneurship, Structural Change and Industrial Dynamics*, Cham, Springer.
- McCarthy, E.J., (1960). *Basic Marketing. A Managerial Approach*, Homewood, Richard D. Irwin.
- Peppers, D., Rogers, M., (1997). *Enterprise One-to-One: Tools for Building Unbreakable Customer Relationships in the Interactive Age*, London, Piatkus.
- Prokkola, E.K., (2011). Cross-border regionalization, the INTERREG III A initiative, and local cooperation at the Finnish-Swedish border, *Environment and Planning*, 43(5), 1190-1208.
- Rajiani, I., Kot, S., (2020). Javanese Indonesia: Human Resource Management Issues in a Uniquely Collectivist Culture, *Cultural Management: Science and Education*, 4(2), 9-21.
- Sucháček, J., Walancik, M., Wróblewski, Ł., Urmínský, J., Drastichová, M. and Šotkovski, I., (2018). Management of Municipal Development of Euroregion Beskydy in Poland and Czechia, *Polish Journal of Management Studies*, 18(1), 365-378.
- Ulrich, P., Krzymuski, M., (2018). *Actor's participation in cross-border governance structures at the German-Polish border. Case Studies from the Viadrina region*, [In:] B. Wassenberg (Ed.), *Castle Talks on Cross-Border Cooperation. Fear of Integration? The Pertinence of the Border*, Stuttgart, Steiner.
- Ulrich, P., (2020). Territorial cooperation, supraregionalist institution-building and national boundaries: the European Grouping of Territorial Cooperation (EGTC) at the eastern and western German borders, *European Planning Studies*, 28(1), 57-80.
- Walancik, M., (2017). Prevention of Cultural Exclusion. Selected Contemporary Cultural Activities in Local Environments, *Forum Scientiae Oeconomia*, 5(1), 111-120.
- Wróblewski, Ł., Dziadzia, B. and Dacko-Pikiewicz, Z., (2018). Sustainable Management of the Offer of Cultural Institutions in the Cross-Border Market for Cultural Services - Barriers and Conditions, *Sustainability*, 10(9), 3253.
- Wróblewski, Ł., Kasperek, A., (2019). Euroregion as an Entity Stimulating the Sustainable Development of the Cross-Border Market for Cultural Services in a City Divided by a Border, *Sustainability*, 11(8), 2232.
- Wróblewski, Ł., (2020). Building the Relationship Between Cultural Institutions and Citizens of a Small City Divided by the Border, *Cultural Management: Science and Education*, 4(1), 119-128.
- Wróblewski, Ł., Lis, M., (2020). *Marketing Strategies of Cultural Institutions in a City Divided by a Border: The Case Study for the City of Cieszyn-Czech Cieszyn*, [In:] R.A. Castanho (Ed.), *Cross-Border Cooperation (CBC) Strategies for Sustainable Development*, USA, IGI Global.

MARKETING MIX INSTYTUCJI KULTURY NA RYNKU TRANSGRANICZNYM MIASTA PODZIELNEGO GRANICĄ – ANALIZA I OCENA

Streszczenie: Praca ma charakter empiryczny. Na potrzeby niniejszego artykułu badanie zostało przeprowadzone zgodnie z procedurą badania interpretacyjnego metodą wywiadu (CATI). Celem badania było poznanie opinii respondentów na temat skuteczności działań związanych z marketing mix, stosowanych przez cieszyńskie i czeskie cieszyńskie podmioty kultury. Uzyskane wyniki badań pozwalają na stwierdzenie, że instrumenty marketingowe wykorzystywane przez polskie i czeskie instytucje kultury mogą znaleźć zastosowanie w procesie kształtowania długofalowych relacji z odbiorcami oferty kulturalnej po obu stronach granicy. Można też założyć, że wykorzystując dokładnie te same działania marketingowe podmiot kultury może kształtować długofalowe relacje z odbiorcami zarówno z własnej, jak i z drugiej strony granicy.

Słowa kluczowe: rynek transgraniczny, miasto przedzielone granicą, instytucje kultury, marketing mix.

分界城市跨境市场文化机构营销组合分析与评价

摘要: 本文具有实证性质。就本文而言, 研究是按照解释性研究程序使用访谈法 (CATI) 进行的。研究目标是了解受访者对Cieszyn和Český Těšín文化实体所使用的营销组合相关行动有效性的看法。所产生的研究结果得出的结论是, 波兰和捷克文化机构使用的营销手段可适用于与位于边界两侧的文化报价接受者建立长期关系的过程。还可以假设, 通过使用完全相同的营销行为, 一个文化实体可以与来自他们自己以及边界另一边的接受者建立长期关系。

关键词: 跨境市场、边境小镇、文化机构、营销组合。