

---

## The Relationship Between the Inhabitants of the City Divided by the Border with Polish and Czech Cultural Institutions in the Context of Cultural Education

---

Submitted 09/09/21, 1st revision 08/10/21, 2nd revision 23/10/21, accepted 30/11/21

Łukasz Wróblewski<sup>1</sup>, Marek Walancik<sup>2</sup>

**Abstract:**

**Purpose:** The aim of the article is to define the factors that affect the relationship between the inhabitants of the city divided by the border with Polish and Czech cultural institutions, in terms of cultural education.

**Design/Methodology/Approach:** The survey was conducted using the CATI (Computer-Assisted Telephone Interview) technique in October and November 2019 on a randomly selected sample - 1035 inhabitants of Cieszyn (555 respondents from Poland) and Czech Cieszyn (480 people from the Czech side). The acquired data was subjected to factor analysis and SEM (Structural Equation Modelling) analysis.

**Findings:** The results of the SEM analysis confirmed that the instruments identified by the authors had a positive (stimulating) effect on the tendency of the inhabitants of the city divided by the border to establish relations with Polish and Czech cultural institutions. The article proves that the activities of cultural institutions located both on the Polish and Czech sides of the city of Cieszyn - Czech Cieszyn, divided by the border, have a positive impact on establishing relationships between cultural entities and the inhabitants of the city divided by the border.

**Practical Implications:** The analysed instruments can be used in the process of shaping long-term relationships with recipients of the cultural offer on both sides of the border.

**Originality/value:** The article shows that the marketing instruments identified by the authors can also be used in the broadly understood process of cultural education.

**Keywords:** Cultural education, cultural institutions, city borders, marketing, relations.

**JEL classification:** M31, L31.

**Paper Type:** Research study.

**Acknowledgement:** The paper 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 10788423,16.

---

<sup>1</sup>Associate Professor, Faculty of Applied Sciences, WSB University, Poland, ORCID: 0000-0002-0091-8167, e-mail: [lwroblewski@wsb.edu.pl](mailto:lwroblewski@wsb.edu.pl);

<sup>2</sup>Associate Professor, The same as in 1, ORCID: 0000-0002-4465-0107, e-mail: [mwalancik@wsb.edu.pl](mailto:mwalancik@wsb.edu.pl);

## **1. Introduction**

In the White Book of Education and Improvement published by the European Commission in 1997 (pp. 26-28) we find the basic challenges that cultural education of the 21st century must face. It recognized that concentration on general culture is one of the basic prerequisites of education. It allows for the formation of three basic life competences, such as: the ability to grasp the essence of things, understanding and multiplicity, judgment and decision making. It follows that the transmission of general culture does not only refer to the elevation of human spirituality, but also has a pragmatic dimension. It is the first condition for adapting to transformations in economy and employment. Solid preparation for the reception of culture - it allows a person to mark his position in the information society, that is, he can be able to locate and critically understand images and data provided by sources. Milerski (2004) claims that although the White Book of Education and Improvement is the EU's educational policy document, it also applies to cultural education. Education, which Ermert defines as "education for participation in culture. According to Ermert, participation in culture means participation in the artistic and cultural activity of society in a specific sense and in the products of acts of its life activity in a general sense. Thus, cultural education means the ability to participate effectively in culture-related communication with positive effects on social participation in general.

Cultural education is one of the conditions for a fulfilled life in its personal and social dimensions. Cultural education is a constitutive component of general education" (Maldis, 2021). Olbrycht (2019) defines cultural education as "education rooted in thinking about a man developing his humanity through the realization of values, primarily through the pursuit of absolute values, truth, good and beauty, as well as by the realization of personal values, including community ones". She started working on this sphere of educational activities with the issues of aesthetic education and education through art, which were associated both in the past and today with the process of cultural education. According to the definition of Ermert and Olbrycht, cultural institutions have a very important role to play in this process. These institutions, however, must undertake not only educational activities, but also activities in marketing that enable them to effectively shape long-term relationships with the recipients of their offer. Recipients who, in the case of cities divided by a border, live in the territory of two neighbouring countries.

At the beginning of the second decade of the 21st century, we can observe the development of research combining scientific disciplines in the field of social sciences such as sociology, pedagogy, management, and marketing with cross-border areas. Research in this area was carried out by, inter alia, Balogh (2013), Hys, (2013), Castanho *et al.* (2017), Dacko-Pikiewicz (2019), Dołzbłasz and Raczyk (2012), Dziędzióra *et al.* (2021), Kurowska-Pysz (2017), Stverkova *et al.* (2018), Szczepańska-Woszczyzna (2017), Walancik (2017) and Wróblewski (2020). The research threads undertaken by the above-mentioned scientists were most often related to the area of research on education, culture, management, and security.

However, the analysis of scientific articles published in the Web of Science and Scopus databases shows that the problem of shaping long-term relationships between cultural institutions and the inhabitants of a city divided by the border is not raised at all, or the development of relations on this specific market in the cultural dimension of education, cultural studies (Gajada, 1998). There is a clear knowledge gap in this area. In response to the knowledge gap identified in this way, the research problem in this article boiled down to the question: is it possible, based on the basic scheme of marketing instruments (such as product, price, distribution, promotion, staff), for cultural institutions to establish relations with the inhabitants of two sides of the divided city border? In the opinion of the authors of the article, the relations of the inhabitants of two sides of the city divided by the border with cultural institutions are of fundamental importance in cultural education on the cross-border market (Wołoszyn, 1998). That, thus the aim of the article is to define the factors that affect the relationship between the inhabitants of the city divided by the border with Polish and Czech cultural institutions, in terms of cultural education.

## 2. Literature Review

In undertaking to recognize the power of the impact of marketing instruments ("5P") on the inclination of residents to establish relationships with cultural institutions operating in a divided city border, we encounter the problem of the existence of many different terms used to describe such cities. In the category of cities touching the state border, there are terms such as "divided cities", "duplicated cities", "connected cities", "twin cities", "sister cities", "paired cities", "trans-border cities", "companion cities" or even "neighbor cities" (Buursink, 2001; Atun and Doratli, 2009; Joenniemi and Sergunin, 2009; Dołzbłasz and Raczyk, 2012; Dębicki and Tamáska, 2014; Balogh and Pete, 2018; Castanho *et al.*, 2017; Balogh, 2013). These are quite broad categories. They include both cities that arose along the border at some distance from each other, cities that touch each other, as well as the divided (split) cities analysed in this article, which previously constituted one urban organism.

The first category of cities separated by a border generally refers to two separate cities. These will be cities that do not touch each other but remain close to each other - "neighbor cities" or "companion cities", such as San Diego and Tijuana (Buursink, 2001). A separate category is made up of contact cities, also known as "gate cities" - situated on the very border and performing various functions related to border traffic management (Burghardt, 1971). It is also worth noting that some of these cities are duplicated cities, which, because of integration, may form "connected cities". The occurrence of this type of cities is characteristic of, among others, for Western Europe and Northern Europe, which are characterized by the presence of stable borders (Jańczak, 2009; Dołzbłasz, 2013; Castanho *et al.*, 2017; Castanho *et al.*, 2019; Wróblewski *et al.*, 2019). In the case of another category of divided cities - one city split by a border, two features play a special role: the heritage of unity and immediate spatial proximity.

The first is associated with the historical memory dating back to the period before the

division, but also with material remains from the period of unity, the so-called core areas of the city (architecture, urban infrastructure, etc.). The second "is manifested by the spatial coherence of urban organisms" (Schulz *et al.*, 2002; Jańczak, 2009).

According to Schulz *et al.* (2002) it is precisely this type of "divided cities" that can be considered true "twin cities", which, as a result of various historical experiences, most often have names that are similar and recognizable in both languages, as is the case with the cities of Cieszyn and Czech Cieszyn. Both parts of the city can be, on the one hand, almost completely separated, and on the other hand, they can constitute a relatively homogeneous urban organism in terms of infrastructure, society, and economy. It should also be noted that these cities could have been 'split apart' in various ways. In some cases, the core areas of the city (historical or cultural city center) remain entirely on one side of the border (as in the case of the analyzed cities of Cieszyn and Czech Cieszyn), in other cases, the city core is divided between two countries (a special case of such a city is Rome and the Vatican). Considering split cities in the European context, it can be indicated that they are characteristic of Central and Eastern and South-Eastern Europe, which is part of Europe characterized by the greatest fluidity of borders and a change in the territorial range of countries. The research results presented in the article refer to this type of city. For the purposes of the research, two research hypotheses were formulated:

- *H1: Marketing instruments used by Cieszyn's cultural institutions have a positive (stimulating) influence on the inclination of residents on both sides of the border to establish relations with Polish cultural institutions.*
- *H2: Marketing instruments used by the cultural institutions of Czech Cieszyn have a positive (stimulating) influence on the tendency of the inhabitants on both sides of the border to establish relations with Czech cultural institutions.*

### **3. Research Methods**

To determine the impact of individual marketing activities of cultural institutions on establishing relationships with the inhabitants of the city divided by the border, quantitative research was designed and carried out using the interview method (CATI) among the inhabitants of Cieszyn (Poland) and Czech Cieszyn (the demand side of the cross-border market of cultural services in the city of Cieszyn-Czech Cieszyn divided by the border). The aim of the study was to find out the respondents' opinions on the effectiveness of activities used by cultural entities in Cieszyn and Czech Cieszyn aimed at establishing relationships between Polish and Czech cultural entities with recipients of their offer living on the Polish and Czech side of the city divided by the border. The study of the demand side of the cross-border market focused mainly on determining the impact (its direction and strength) of marketing instruments used by cultural entities on establishing relationships with recipients of the cultural offer. The survey was conducted using the CATI technique in October and November 2019 on a sample of 1,035 inhabitants of Cieszyn (555 respondents) and Czech Cieszyn

(480 people), who used the services of cultural entities located both in Cieszyn and in Czech Cieszyn at least once in 2018-2019.

The respondents, when answering the interview questions, expressed their opinions on the researched areas of marketing. Due to the lack of a complete sampling frame (a list of all inhabitants of Cieszyn and Czech Cieszyn who use the services of cultural entities located both on the Polish and Czech side of the city of Cieszyn-Czech Cieszyn divided by the border), it was decided to use the prepared database of inhabitants of Cieszyn and Czech Cieszyn, using the cultural offer available both on the Polish and Czech side of the city and making a draw from this database (every second person was drawn from the prepared base with whom an attempt was made to establish contact to participate in the study). To obtain a representation of the inhabitants of Cieszyn and Czech Cieszyn using the cultural offer available on both sides of the cross-border market, as close as possible to the real community, units were selected for the sample considering specific characteristics of the studied population (Kędzior and Karcz, 2007). It was assumed that the sample should include a comparable number of inhabitants of Cieszyn and Czech Cieszyn (approximately 2% of the total population of both Cieszyn and Czech Cieszyn, not less than 1.5%), the sample should include residents who take advantage of the cultural offer Cieszyn, Czech Cieszyn both regularly and sporadically, and women should be more numerous than men, but not more than 65% of all respondents.

Therefore, many efforts have been made to ensure that the structure of the studied sample reflects the real structure of recipients of the cultural offer in Cieszyn and Czech Cieszyn as well as possible. Because the prepared database contained contact telephone numbers of people who participated in previous research projects carried out by the authors of the article, it was decided to conduct research using the method of interview, computer assisted telephone interview (CATI) technique. Basic information about the conducted quantitative research is included in Table 1.

**Table 1.** Basic information on the conducted quantitative research

Description	Research
Research method	Interview
Research technique	Computer-Assisted Telephone Interview (CATI)
Research tool	Standardized interview questionnaire
Sample selection	Random (residents of Cieszyn and Czech Cieszyn, declaring using the services of cultural entities located in both Cieszyn and Czech Cieszyn)
Sample size	A total of 1035 people (555 people are residents of Cieszyn, 480 people are residents of Czech Cieszyn)
The spatial scope of the study	The city of Cieszyn-Czech Cieszyn, divided by the border
Test date	October-November 2019

*Source:* Own research.

The first part of the questionnaire includes questions to determine with what frequency the surveyed residents of Cieszyn and Czech Cieszyn use the services of cultural

institutions located on the Polish and Czech side of the border, as well as the offer of cultural entities that are the most popular among the respondents. The second part of the tool contained questions to collect the respondents' opinions on individual activities of cultural institutions in marketing mix aimed at establishing relationships with residents (recipients of the cultural offer). The next part of the questionnaire included questions aimed at determining the tendency of the surveyed residents of Cieszyn and Czech Cieszyn to establish a bond with cultural institutions operating on the cross-border market of the city of Cieszyn-Czech Cieszyn, which is divided by the border. The substantive questions have been formulated in the form of closed, semi-closed or open questions and questions in the form of boards. The scales used were ordinal, seven-point scales (Likert scale). The substantive questions were strictly subordinated to the objectives of the study.

The sample included 555 inhabitants of Cieszyn (approximately 1.54% of all inhabitants of this city) and 480 inhabitants of Český Těšín (approximately 1.81% of the population of Czech Cieszyn). Of which 53.5% were women and 46.5% men, which largely corresponds to the distribution of the general population of Poles and Czechs by gender. They were most often people aged 25 to 34 (33.2%) and 18 to 24 with secondary education (56.0%) or higher (37.5%).

When starting to determine the impact of individual marketing instruments (marketing mix) used by Polish and Czech cultural institutions of the cross-border market divided by the city border on establishing relationships with recipients of the cultural offer on both sides of the border, it was necessary to define the components for the marketing mix components. These components, assuming the form of appropriately selected statements, would be used in the research of Polish and Czech cultural entities. These statements were defined by the authors based on information obtained from experts (cultural managers of the Polish-Czech cross-border market) during previous research (IDI, FGI) commissioned by the city of Cieszyn.

Twenty statements (four for each component of the marketing mix) were developed, which were used to measure the impact strength and importance of individual marketing activities of cultural entities from Cieszyn and Czech Cieszyn in the process of establishing relationships with recipients of their offer, both from the Polish and Czech sides of the city divided by the border. Cieszyn-Czech Cieszyn (Appendix 1). The statements were adjusted to the seven-point Likert scale, ranging from "strongly disagree" (-3) to "strongly agree" (3). The willingness of the surveyed inhabitants of the city of Cieszyn-Czech Cieszyn, divided by the border (who use the cultural offer available on the cross-border market of cultural services) to establish ties with a cultural institution, was measured by means of four statements developed (similarly to the previous case) based on interviews with experts of the cross-border services market culture (Appendix 2).

The analyses used a combination of exploratory and confirmatory statistics. Firstly, an analysis of the reliability of the components of the marketing mix used to measure

the strength of influence, the importance of individual activities and marketing instruments of cultural entities in the process of establishing relationships was carried out (Aczel and Sounderpandian, 2017). It was carried out using the SPSS software and the Reliability Analysis module.

#### **4. Empirical Results**

As the analytical model, the Cronbach's alpha internal consistency model based on the average correlation between the scale items (Timm, 2002) was selected. The Cronbach's alpha coefficient is used to assess the reliability of a measurement tool. Acceptable values are the value of the coefficient exceeding the level of 0.7 - in the analyzed case it was 0.903 (entities of the Cieszyn culture) and 0.884 (entities of the Czech Cieszyn culture), which proves the high degree of reliability of the measurement tool. The results of the assessment of the reliability of the measurement tool for twenty components of the marketing mix indicate that it is highly reliable both for the "Product" component (Cronbach's alpha coefficient 0.847 entities of Cieszyn culture, 0.813 entities of the Czech Cieszyn culture), "Price" (0.862 and 0.700), "Place" (0.830 and 0.829), "Promotion" (0.877 and 0.855) and "Personnel" (0.817 and 0.785).

Then, in relation to the marketing mix components used to measure the impact strength of individual marketing activities of Cieszyn cultural entities in the process of establishing relationships, an exploratory factor analysis was carried out using the principal components method and the Promax orthogonal rotation using the SPSS software (Aczel and Sounderpandian, 2017). The analysis assumptions were adopted:

- Extraction method - principal components method;
- Extracting based on eigenvalue greater than 1;
- Promax oblique rotation method with the kappa parameter at the level of 4;
- Only factor loadings with absolute values above the level of 0.5 will be presented.

At the outset, the validity of the use of factor analysis to detect hidden factors was assessed using the Kaiser-Meyer-Olkin coefficient (KMO) and the Bartlett sphericity test. For the given set, the KMO measure is 0.890, which is a satisfactory result (the measure is expected to exceed the level of 0.700). Hence, one can expect a significant reduction in the oversizing of the input set of twenty statements. The Bartlett sphericity test verifies the hypothesis that the correlation matrix between the input variables is unitary, which means that there are no hidden factors. The result for the examined set is at the level  $B = 12291.73$  ( $df = 190$ ,  $p$ -value = 0.000), which means rejection of the hypothesis. It can therefore be concluded that the use of factor analysis is justified. The conducted factor analysis confirmed the correctness of the marketing mix components identified by the authors, which were described with individual components and included in the interview questionnaire. The analysis of the distinguished five components of the marketing mix gave the following results:

- Product - it was estimated that the designated factor explains about 69% of the variability of the individual four statements that make it up. Variables are strongly related to the created factor;
- Price - it was estimated that the designated factor explains about 71% of the variability of the individual four statements that make it up. Variables are strongly related to the created factor;
- Place (Distribution) - it has been estimated that the designated factor explains about 61% of the variability of the individual four statements that make it up. Variables are moderately strongly and strongly related to the created factor;
- Promotion - it has been estimated that the designated factor explains about 72% of the variability of the individual four statements that make it up. Variables are strongly related to the created factor;
- Personnel - it has been estimated that the designated factor explains about 64% of the variability of the individual four statements that make it up. The variables are strongly related to the created factor.

Similarly (as in the case of the components related to the marketing activities of Cieszyn cultural institutions), a factor analysis was carried out in relation to the components of the marketing mix used to measure the impact of individual marketing activities of cultural entities in Czech Cieszyn. First, the validity of the use of factor analysis to detect hidden factors was assessed using the KMO coefficient and the Bartlett sphericity test. For the given set, the KMO measure is 0.868, which is a satisfactory result - a significant reduction in the oversizing of the input set of twenty statements can be expected. The result of the Bartlett sphericity test for the analyzed set is at the level of  $B = 10117.73$  ( $df = 190$ ,  $p\text{-value} = 0.000$ ), which, similarly to the previous case, means that it is justified to use factor analysis.

The conducted factor analysis shows that nineteen out of twenty input variables were assigned to five factors. Variables are moderately strongly and strongly related to each of the factors. Again, the factor analysis conducted to a large extent confirmed the accuracy of the marketing mix components identified by the authors for the cultural entities of Czech Cieszyn and described with the individual components contained in the interview questionnaire.

However, it was decided to delete one statement that was poorly correlated with the factor "place" (there are many parking spaces in the immediate vicinity of cultural institutions in Czech Cieszyn) and another one that was poorly correlated with the factor "personnel" (employees of cultural institutions in Czech Cieszyn are polite). The factor analysis of the five components of the marketing mix identified by the authors gave the results:

- Product - it was estimated that the designated factor explains about 64% of the variability of the individual four statements that make it up. Variables are strongly related to the created factor;



- 
- Price - it was estimated that the designated factor explains about 54% of the variability of the individual four statements that make it up. Variables are strongly related to the created factor;
  - Place (Distribution) - it has been estimated that the designated factor explains about 59% of the variability of the individual four statements that make it up. One variable (there is a large number of parking spaces in the immediate vicinity of the cultural institution in Czech Cieszyn) is poorly correlated with the factor, therefore it has been removed. Ultimately, the factor consisting of three variables explains approx. 75% of the variability of individual statements. Variables are strongly related to the created factor;
  - Promotion - it has been estimated that the designated factor explains about 66% of the variability of the individual four statements that make it up. Variables are strongly related to the created factor;
  - Personnel - it has been estimated that the designated factor explains about 55% of the variability of the individual four statements that make it up. The variable "employees of cultural institutions in Czech Cieszyn are polite" is poorly correlated with the factor and has therefore been removed. Ultimately, the factor consisting of three variables explains about 71% of the variability of individual statements. The variables are strongly related to the created factor.

To estimate the impact of individual marketing mix instruments on establishing a bond between cultural institutions and residents (recipients of the cultural offer) of the city of Cieszyn-Czech Cieszyn, divided by the border, all latent variables were placed in the structural equation model (SEM - Structural Equation Modelling). The SEM analysis was performed based on a factor model estimated by the principal components method in correspondence with the obtained results and the adopted assumptions.

The research model developed by the authors included the factors generated because of the analysis that correspond to the marketing mix components such as: "product", "price", "place", "promotion" and "personnel", as well as an additional factor selected by the authors that corresponds to the "establishing a relation" component. The research model adopted a path model defining how the components of the marketing mix affect the establishment of relations between cultural institutions and residents (recipients of the cultural offer) on the cross-border market (with a distinction between cultural entities operating on the Polish and Czech side of the city of Cieszyn-Czech Cieszyn divided by the border). The model parameters are presented in Table 2.

The information presented in Table 2 shows that all coefficients of the model turned out to be statistically significant ( $p$ -value  $< 0.001$ ). Additionally, the estimates of the model parameters indicate that all components of the marketing mix (product, price, place, promotion, and personnel) used by cultural entities from Cieszyn and Czech Cieszyn have a unidirectional, positive (stimulating) influence on establishing relationships. In other words, along with the increase in the activities of Polish and Czech cultural entities aimed at improving individual components of the marketing

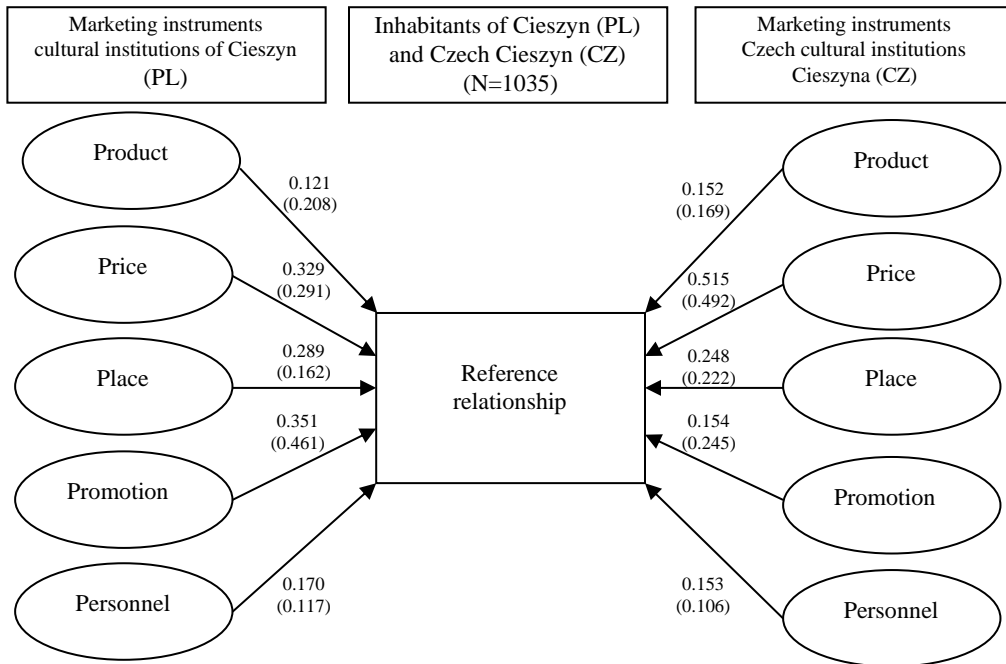
mix, the tendency of the inhabitants of the city of Cieszyn-Czech Cieszyn, divided by the border, to establish a relationship with cultural institutions. The model with the estimated parameters (the regression coefficient is given for each marketing instrument and the standardized regression coefficient is given in parentheses) is presented in Figure 1.

**Table 2.** The model parameters

Relation			Factor regressin		Error standard		Statistics Wald		p-value	
			PL	CZ	PL	CZ	PL	CZ	PL	CZ
Establishing a relation	<---	Product	0,121	0,152	0,035	0,014	3,426	3,662	<0,001	<0,001
	<---	Price	0,329	0,515	0,115	0,150	2,865	3,441	<0,001	<0,001
	<---	Place	0,289	0,248	0,095	0,079	3,028	3,142	<0,001	<0,001
	<---	Promotion	0,351	0,154	0,118	0,048	3,435	3,215	<0,001	<0,001
	<---	Personnel	0,170	0,153	0,049	0,045	3,112	3,755	<0,001	<0,001

Source: Own research.

**Figure 1.** Marketing instruments in the process of establishing relations on the cross-border market of cultural services of a city divided by the border - research model



Source: Own research.

The strength of the influence of the separate marketing instruments presented in the research model (Figure 1) is measured by the standardized regression coefficient (in parentheses in the figure). In the case of most of the marketing mix components, this impact is weak, but what is very important, comparable both for cultural institutions from Cieszyn and Czech Cieszyn. In the group of cultural institutions from Cieszyn,

the strongest impact (moderately strong, as evidenced by the standardized regression coefficient 0.461) was observed for the promotion component, while in the case of cultural institutions from Czech Cieszyn, for the price component (moderately strong impact, standardized regression coefficient 0.492). The last stage of verification of the theoretical construct was the assessment of goodness of fit of the model. The results of the goodness of fit assessment are presented in Table 3.

**Table 3.** Indicators used to assess the good fit of the research model

Name of the indicator	Brief characteristics of the indicator	The value of the indicator (Establishing a relation)	
		PL	CZ
<b>CMIN/df</b>	The quotient of the chi-square index and the number of degrees of freedom; an acceptable level of the measure proving a good fit of the model: below 5.0	2,512	2,326
<b>RMR</b>	Root of the mean square of residuals; an acceptable level of the measure proving a good fit of the model: below 0.1	0,087	0,084
<b>GFI</b>	Goodness of fit index; an acceptable level of the measure proving a good fit of the model: above 0.9	0,908	0,912
<b>AGFI</b>	Goodness of fit adjusted index; an acceptable level of the measure proving a good fit of the model: above 0.9	0,931	0,902
<b>CFI</b>	Relative Match Index; an acceptable level of the measure proving a good fit of the model: above 0.9	0,902	0,913
<b>RMSEA</b>	Root mean square error of approximation; an acceptable level of the measure proving a good fit of the model: below 0.08	0,069	0,071

*Source: Own research.*

Holistic results for the research model (presented in Table 3) prove that the model was well adjusted to empirical data. The model appropriately implies the actual structure of the variance-covariance matrix between the analyzed construct elements.

Interpreting the results relating to cultural institutions in Cieszyn, it can be stated that for the inhabitants of Cieszyn and Czech Cieszyn, activities related to promotion play a key role in the process of establishing relationships. The obtained result confirms the results of other qualitative research, which was conducted using the method of individual in-depth interview in a group of 25 Polish experts of the cross-border market of cultural services in Cieszyn-Czech Cieszyn (Wróblewski and Kasperek, 2019). The surveyed experts concluded that on the cross-border market of cultural services, it is not a product (as their Czech colleagues claimed), but better marketing communication that is of key importance in the process of establishing a relationship of a cultural entity with the inhabitants of both its own (national) and foreign side of the divided the city limits, the interest in the offer is very high, which contributes to the development of cultural education in the cross-border region.

Regarding cultural institutions from Czech Cieszyn, it can be noted that for the inhabitants of Cieszyn and Czech Cieszyn, the price plays a major role in the process of establishing relationships with cultural entities located on the Czech side of the city

(Wróblewski and Lis, 2020). In other words, the more attractive the price for events organized by cultural institutions of Czech Cieszyn, the greater the chance of establishing relations between the inhabitants of Cieszyn and Czech Cieszyn with these institutions. It is also interesting that in relation to cultural institutions of both Cieszyn and Czech Cieszyn, the least important in the process of establishing relationships are activities focused on the marketing mix component, i.e., personnel. The results prove that all activities in marketing mix significantly contribute to establishing relations with cultural institutions and thus may be an element of the cultural education process in a city divided by a border.

## **5. Conclusion and Research Limitations**

The authors' assumptions as to the possibility of using basic marketing instruments in the process of establishing relations between a cultural institution and the inhabitants of a city divided by the border, and thus including them in the process of cultural education, were confirmed in the presented research results. The research hypotheses were positively verified, and thus:

- marketing instruments used by cultural institutions in Cieszyn have a positive (stimulating) influence on the inclination of residents on both sides of the border to establish ties with Polish cultural institutions (positive result of the verification of the H1 hypothesis);
- marketing instruments used by cultural institutions of the Czech Cieszyn have a positive (stimulating) influence on the inclination of residents on both sides of the border to establish ties with Czech cultural institutions (positive result of the H2 hypothesis verification).

Summing up the research results obtained, it should be stated that the marketing mix of cultural institutions located both on the Polish and Czech sides of the city of Cieszyn-Czech Cieszyn, divided by the border, positively influences the establishment of bonds between cultural entities and the city's inhabitants. Thus, it can be assumed that the marketing instruments used so far by these entities may be used in the process of shaping long-term relationships with recipients of the cultural offer located on both sides of the border. In addition, the authors became convinced that a cultural entity, when applying the same marketing activities to residents on both sides of the border, may establish relationships with recipients both on its own and on the other side of the border, and thus these instruments may be used in the broadly understood process of cultural education.

The limitations of the conducted research are related mainly to the research method used in direct research. Research conducted using the interview method, CATI technique, despite its undoubted advantages, also has disadvantages that largely affect the quality of the results obtained. It should be remembered that representative quantitative research on the demand side of the market, carried out using the interview method (CATI) among randomly selected recipients of the cultural offer of Cieszyn

and Czech Cieszyn, provides the basis for generalizing the results of the study only to the population of the city of Cieszyn – Czech Cieszyn, divided by the border.

However, one should be very cautious (with due reserve) regarding the generalizations concerning all cities divided by the border. One must remember that cities divided by a border in Europe constitute a very heterogeneous category and internally diversified in many respects. In many cases, the only element connecting them is the fact that there is a state border that divides the city into two parts. Therefore, it is postulated to conduct similar research as well as to test the model presented in the work in the cities of the European Union, the neighboring and contact areas, or in cities located on the external border of the European Union. Confronting the results with the solutions presented in this article should more fully contribute to explaining the problem of shaping long-term relationships between cultural institutions and the recipients of their offer on the cross-border market.

**Conflicts of Interest:** The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

## References:

- Aczel, A.D., Sounderpandian, J. 2017. *Statystyka w zarządzaniu*. Wydawnictwo Naukowe PWN, Warsaw, Poland.
- 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).
- 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).
- Biała Księga Kształcenia i Doskonalenia Komisji Europejskiej. 1997. Komisja Europejska, Brussels, Belgium.
- Burghardt, A.F. 1971. A hypothesis about gateway cities. *Annals of Association of American Geographers*, 61(2).
- Buursink, J. 2001. The binational reality of border-crossing cities. *Geojournal*, 54(1).
- Castanho, R.A., Loures, L., Cabezas, J., Fernández-Pozo, L. 2017. Cross-Border Cooperation (CBC) in Southern Europe - An Iberian Case Study. *The Eurocity Elvas-Badajoz. Sustainability*, 9(360).
- Castanho, R.A., Naranjo Gómez, J.M., Kurowska-Pysz, J. 2019. How to Reach the Eurocities? A Retrospective Review of the Evolution Dynamics of Urban Planning and Management on the Iberian Peninsula Territories. *Sustainability*, 11(602).
- Castanho, R.A., Vulevic, A., Fernández, J.C., Fernández-Pozo, L., Gómez, J.M.N., Loures, L.C. 2017. Accessibility and connectivity - Movement between cities, as a critical factor to achieve success on cross-border cooperation (CBC) projects. A European analysis. *Sustainable Cities and Society*, 32.
- 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.

- Dębicki, M., Tamáska, M. 2014. Laboratories of integration. Divided twin towns at river borders in the Visegrad Countries and Germany. *Socio.hu / Special Visegrad Issue*.
- Dolzbłasz, S., Raczky, A. 2012. Transborder openness of companies in a divided city: Zgorzelec/Görlitz Case study. *Tijdschrift voor Economische en Sociale Geografie*, 103(3).
- Dziendzióra, J., Smolarek, M., Piontek, B. 2021. Activation of Investment Processes in the Context of Operation of Special Economic Zones in Poland. *European Research Studies Journal*, 24(1), 130-146.
- Gajda, J. 1998. *Pedagogika Kultury*. Wydawnictwo UMCS, Lublin, Poland.
- Hys, K. 2013. Semantic profile as a tool for assessment of competence public sector workers. In: *International Masaryk conference MAGNANIMITAS, The Czech Republic, Hradec Králové, IV*, 126-132.
- Jańczak, J. 2009. Gorizia – Nova Gorica. Between Unification and Reunification. In: *Conflict and Cooperation in Divided Cities*, J. Jańczak (ed). Logos Verlag, Berlin, Germany.
- Joenniemi, P., Sergunin, A. 2009. When two aspire to become one: City-twinning in Northern Europe. *DIIS Working Paper*, 21.
- Kędzior, Z., Karcz, K. 2007. *Badania marketingowe w praktyce*. PWE, Warsaw, Poland.
- Kurowska-Pysz, J., Wróblewski, Ł., Szczepańska-Woszczyzna, K. 2017. Identification and assessment of barriers to the development of cross-border cooperation. *Innovation Management and Education Excellence through Vision 2020*.
- Milerski, B. 2004. *Pedagogika Kultury*. In: *Pedagogika*, Z. Kwieciński, B. Śliwerski (eds.). PWN, Warsaw, Poland.
- Olbrycht, K. 2019. *Edukacja Kulturalna jako edukacja wzrastania w człowieczeństwie*. Wydawnictwo Uniwersytetu Śląskiego, Katowice, Poland.
- Schulz, H., Stokłosa, K., Jajeśniak-Quast, D. 2002. Twin Towns on the Border as Laboratories of European Integration. *FIT Discussion Paper*, 4.
- Stverkova, H., Pohludka, M., Kurowska-Pysz, J., Szczepańska-Woszczyzna, K. 2018. Cross-border entrepreneurship in Euroregion Beskydy. *Polish Journal of Management Studies*, 18(2), 324-337.
- Timm, N.H. 2002. *Applied Multivariate Analysis*. Springer, Heidelberg, Germany.
- Walancik, M. 2017. Prevention of Cultural Exclusion. Selected Contemporary Cultural Activities in Local Environments. *Forum Scientiae Oeconomia*, 5(1), 111-120.
- Wołoszyn, S. 1998. *Pedagogika kultury nie wymga restytucji-jest żywa*. In: *Pedagogika kultury*. J. Gajda (ed.). Wydawnictwo UMCS, Lublin, Poland.
- Wróblewski, Ł. 2018. Structure and conditions for the functioning of the Polish-Czech cross-border market of cultural service. *Ekonomski vjesnik*, 31(2).
- Wróblewski, Ł., Dziadzia, B., 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).
- 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.
- 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: *Cross-Border Cooperation (CBC) Strategies for Sustainable Development*. R.A. Castanho (ed.). IGI Global.
- 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.

**Appendix 1. Components of the marketing mix used to measure the strength of the impact of marketing activities of cultural entities in the process of establishing relationships**

Component	Component	
	Cultural institutions of Cieszyn	Cultural institutions of Czech Cieszyn
Produkt	The offer of cultural institutions in Cieszyn is well suited to my needs	The offer of cultural institutions in Český Těšín is well suited to my needs
	The offer of cultural institutions in Cieszyn is of high quality	The offer of cultural institutions in Český Těšín is of high quality
	The offer of cultural institutions in Cieszyn provides me with entertainment	The offer of cultural institutions in Český Těšín provides me with entertainment
	The offer of cultural institutions in Cieszyn enriches my knowledge	The offer of cultural institutions in Český Těšín enriches my knowledge
Price	The price of admission to paid events offered by the cultural institution in Cieszyn is low	The admission price to paid events offered by the cultural institution in Český Těšín is low
	Tickets for paid events offered by the cultural institution in Cieszyn can be purchased on preferential terms (at a reduced price)	Tickets for paid events offered by the cultural institution in Český Těšín can be purchased on preferential terms (at a reduced price)
	The offer of cultural institutions from Cieszyn is usually available free of charge	The offer of cultural institutions from Český Těšín is usually available free of charge
	The cultural institution in Cieszyn offers discounted prices to its regular customers	The cultural institution in Český Těšín offers discounted prices to its regular customers
Place	There is a large number of parking spaces in the immediate vicinity of the cultural institution in Cieszyn	There is a large number of parking spaces in the immediate vicinity of the cultural institution in Český Těšín
	The interiors of cultural institutions in Cieszyn are visually attractive	The interiors of cultural institutions in Český Těšín are visually attractive
	The cultural institution in Cieszyn provides services at times convenient for me	A cultural institution in Český Těšín provides services at times that are convenient for me
	Tickets for events organized by the cultural institution in Cieszyn are distributed in a convenient way for me	Tickets for events organized by the cultural institution in Český Těšín are distributed in a manner that is convenient for me
Promotion	Information on the offer of Cieszyn cultural institutions is available on the Internet	Information on the offer of the cultural institution of Czech Cieszyn is available on the Internet
	Information about the offer of the cultural institution of Cieszyn (e.g. posters, billboards) is visible "in the city" on the side of the border where my place of residence is.	Information about the offer of cultural institutions of Český Těšín (e.g. posters, billboards) is visible "in the city" on the side of the border where my place of residence is.
	Information on the offer of the Cieszyn cultural institution is available in the local press published in my national / official language	Information about the offer of the cultural institution of Český Těšín is available in the local press in my national / official language
	Promotional materials (guides, programs, price lists) prepared in my national / official language regarding cultural institutions in Cieszyn are available at the seat of this institution	Promotional materials (guides, programs, price lists) prepared in my national / official language regarding cultural institutions in Český Těšín are available at the seat of this institution
Personnel	The employees of cultural institutions in Cieszyn are polite	The employees of cultural institutions in Český Těšín are polite
	The employees of cultural institutions in Cieszyn are helpful (they provide information, advice)	Employees of cultural institutions in Český Těšín are helpful (they provide information, advice)
	The employees of cultural institutions in Cieszyn are bilingual (Polish and Czech) - if necessary, they communicate in the language of the neighboring country	Employees of cultural institutions in Český Těšín are bilingual (Polish and Czech) - if necessary, they communicate in the language of the neighboring country
	The employees of cultural institutions in Cieszyn perform their work with enthusiasm	The employees of cultural institutions in Český Těšín perform their work with enthusiasm

*Source: Own research.*

**Appendix 2.** *Component used to measure the tendency of the surveyed inhabitants of the city of Cieszyn - Český Těšín to establish ties with a cultural institution*

Component	Component	
	Cultural institutions of Cieszyn	Cultural institutions of Czech Cieszyn
Establishing a relation	I would like to learn more about the cultural institutions operating in Cieszyn	I would like to learn more about cultural institutions operating in Český Těšín
	I am interested in the offer of cultural institutions operating in Cieszyn	I am interested in the offer of cultural institutions operating in Český Těšín
	I would like to receive information about the cultural offer available in Cieszyn	I would like to receive information about the cultural offer available in Český Těšín
	I would like to use the selected services of other cultural institutions in Cieszyn more often	I would like to use the selected services of other cultural institutions of Czech Cieszyn more often

*Source: Own research.*