
Regional Spatial Analysis of an Ethnic Region in Terms of Resources, Potential, and Capital Marketing in the Example of the Kashubia Region (Poland)

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Abstract:

Purpose: To determine the essence of the differences between resource marketing, potential marketing and capital marketing, and to verify them on the example of an ethnic region as recognized as Kashuby in Poland. The detailed considerations were put into the context of an ethnic region (ethnoregion), the area of which often escapes from the rigid framework of administrative divisions, and the organization and management of its space faces many difficulties.

Design/Methodology/Approach: The regional spatial analysis used an inductive approach, applying a strategic method of assessing resources, potential and capital - SWOT-TOWS analysis. A strategic position was calculated for each component of the assessment and a separate inference procedure was carried out.

Findings: The study shows that there is a significant difference in the evaluation of resources, potential and capital of the ethnic region under study, which translates into the adopted marketing strategies, which also show significant variation.

Practical Implications: The results of the study highlight the more effective alignment of marketing activities to be carried out by resource, potential and capital marketing.

Originality/Value: Previously used approaches have not distinguished separate evaluation of resources, potential and capital. This resulted in the fact that marketing activities, often refer to the promotion of capital, i.e. an already functioning business against the background of selected local resources. The proposed solutions raise the complexity of this issue.

Keywords: Ethnoregion, resources, potential, capital, territorial marketing, Kashubia.

JEL Classification: M31, Z13, Z33.

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1. Introduction

Region is an ambiguous and multifaceted concept, which appears both in colloquial speech and in scientific language on the grounds of many sciences, including, above all, spatial sciences. In spatial terms, this concept can be referred to the marketing of various spatial arrangements (territorial marketing, place marketing) (Rudewicz and Czapliński, 2023). In this context, it is fundamental to consider what a region actually is, that is, what are its characteristics that allow its delimitation.

We are talking about such features as the course of borders and their specifics, the size of the area, distinctiveness, differentiation, social, economic, administrative independence, etc., and finally the widely understood cohesion, including socio-cultural, economic and historical ties. Today, the region, in Poland identified with the province, has become an active participant in the market game with specific resources, potential and capital of the place. It is the primary place for satisfying the broadly understood needs of both internal and external stakeholders often on the basis of the principle of proximity (Szromnik, 2016).

A region is any conventionally demarcated relatively homogeneous area, which is distinguished from neighboring areas by certain natural or acquired characteristics. Under the term region in scientific research we often refer to administrative and local government territorial units (Runge, 2006). What, then, is an ethnic region? Most simply, we can define an ethnic region as a place inhabited by a specific ethnic group. Still in the scientific literature we observe ambiguous sentences on defining the terms "ethnos", "ethnic group" and "ethnic region".

On the other hand, most authors point out that an ethnic group (inhabiting an ethnic region) is a territorial community with common characteristics: they have a common proper name, identify and express the "essence" of the community, have a myth of common origin, have common memories (common past and future, including common heroes), common culture, strong social ties and a sense of solidarity - all this is ethnic identity.

2. Ethnic Region in a Marketing Context

There is certainly a growing consensus in the social sciences about ethnicity: while seen by many as an important, unchanging part of their identity, scholars see ethnicity as socially constructed and historically conditioned. As long as solidarity in communities is produced by tradition, as long as social inequalities are legitimized by ancestry, and as long as people feel the need to belong, researchers will not run out of material to which the concepts of ethnic groups and ethnicity can be applied (Bös, 2015; Fenton, 2010).

In the world, but also in Poland and neighboring countries, there are many examples of ethnic regions located within the administrative boundaries of several countries,

several other administrative regions (e.g., Lemkivshchyna, Bojkovshchyna, Hutsulshchyna). There are many ethnic regions where there is still a dispute over the definition of their borders (mainly by the historical administrative divisions of the region) as by the authorities of the countries and superior regions to which the ethnoregion belongs, as well as by its own local community. This leads to a certain chaos, to a loss of identity, to the absorption of the ethnic region by the overarching entity (the country), to faster acculturation, to the development of only one most attractive center and the obliteration of the importance of the other parts of the region.

An important tool for supporting ethnic regions is coordinated marketing activities, creating a brand for the region - this allows to preserve ethnic culture and strengthen the identity of the region (Kibych and Czaplinski, 2015; Czaplinska, 2021).

In territorial marketing, the most common objects of research are either the smallest territorial units - cities, villages, or we talk about national marketing research. However, it is worth noting that it is the individual regions that often play a leading role in positioning the whole country and forming its brand.

Regional marketing analysis is particularly timely due to the growth of interest in local culture and the state's appeal to local/regional cultures in order to identify its own identity and build its own brand, sometimes at the expense of the identity of just one culturally strong small piece of its own territory - for example, an ethnic region.

The phenomenon can be explained by the increase in economic uncertainty, globalization, especially the increase in cultural globalization processes, the creation of transnational economic actors such as the European Community. However, regional and national (and sometimes transnational) logics are not contradictory: usually these identities are intertwined and peacefully coexist (Thiesse, 1999; Dion and Sitz, 2020).

Instead of creating barriers, impenetrable curtains separating nations and states, it is necessary to stimulate mutual contacts, creating opportunities for getting to know each other and understanding each other in a spirit of respect for differences, which can lead to mutual interest and even fascination.

In the Congress program document, Organizing Committee Chairman Soo-sung Lee said that biological, social and cultural differences between countries and places produce interdependence between them, stimulating cooperation. The growing importance of diversity and the resulting intensification of interdependence in the world, prompts us to treat diversity as a value (Lee, 2000).

The need to nurture diversity was also emphasized by Congress Secretary General Woo-ik Yu, justifying a thesis based on research conducted at different scales - global, regional and national. At the global level, diversity expands the ability of

societies to be creative, which is not possible without freedom of expression and the right to dissent. At the regional level, diversity determines the possibility of development, which depends on the extent of interaction between communities. And finally, at the local level, diversity ensures the cohesion of the social-ecological system (Yu, 1999).

Cultures are constantly changing, but is the world's cultural diversity diminishing? On the one hand, one notices the phenomenon of cultural globalization, which can carry the impoverishment of indigenous local culture and even its disappearance, but at the same time cultural dissimilarity leads to antagonisms and even conflicts between individuals and communities. Globally, regionally and locally, we see cultural diversity being treated, either as a value, which manifests itself in the maintenance of local traditions and even in its worship, or as a source of resentment, rejection, hostility. Regionalism based on cultural specificity is also on the rise.

Therefore, it is necessary to seek a compromise on the line global-local, which will allow to skillfully combine tradition with modernity and properly use the processes of globalization in the promotion of the content and values of local cultures (Kranz-Szurek, 2012, Kibych and Czapliński, 2015).

The process of globalization, including cultural globalization, is a process that results in the transfer of globally promoted socio-cultural patterns and a universal vision of the world through expanded and increasingly efficient mass media. The result is the displacement of cultural localism and regionalism, which loses out to globalization not only for financial, technical or marketing reasons. It also loses because human nature is weak and easily succumbs to the suggestions of a consumerist model of life (Fenton, 2010).

At this point of consideration, one may ask whether the processes of social integration and globalization are not at odds with national and ethnic identity? After all, it is obvious that nations as well as ethnic and ethnographic groups are separated by, among other things, history or their own religious, moral, social, legal priorities, etc. It is also noteworthy that of all the dimensions of globalization, the greatest changes in the life of local and regional communities functioning on the basis of ethnos are provoked by socio-cultural globalization.

Signs of this type of globalization are the spread (spatial diffusion) of pop culture symbols and the tabloidization of events of this culture, as well as the commercialization of cultural products. Modern tools of information transmission (e.g., the Internet) are used for this, through which, by means of specific language, images, sound, etc., it is extremely easy to penetrate to a selected addressee, who is often not mentally, emotionally, educationally and economically prepared for this message.

This creates a collision of different religions, ideologies and lifestyles that compete with each other. In such a situation, ethnic culture fades away, appearing far less attractive than a technically, economically, logistically and marketing well-prepared global product. A global product, however, requires a global customer whose tastes and requirements are as unified as possible and easy to manipulate often unconsciously.

In light of the above argument, the purpose of this article is to analyze the resources, potential and ethnic capital of Kashubia using the SWOT analysis method and to identify possible directions for marketing activities for the highlighted elements, which would be oriented towards strengthening the image and identity of the region, as well as creating a coherent and distinct brand of the region on a national and European scale.

3. The Study Area

Kashuby is one of the few Polish ethnoregions that, despite its internal diversity, is clearly culturally identified, i.e. it has well-known features and stereotypes encoded in the public consciousness. The value of Kashubian culture for Poland comes from the fact that, despite today's active globalization processes that lead to the unification of everything local, it resists unfavorable trends by combining tradition with modernity of transmission. This is why the Kashubian ethnoregion can be considered one of Poland's cultural "reserves."

This region is of great importance for Polish national identity. In fact, together with the culture of other regions, e.g. Podhale, Silesia, Mazovia, Lesser Poland, Greater Poland, Kashubian culture is the foundation of Polish identity, image and national brand. On the other hand, it is important to recognize the fact that Kashubian culture, traditions, customs, costume, music, at least externally, is clearly distinct to other ethnic regions of Poland (Czapliński and Kibycz, 2010).

Kashubia is a region in the north of Poland, located directly on the Baltic Sea, west of the mouth of the Vistula River entirely within the Pomeranian Voivodeship. It is difficult to say unequivocally which city is the capital of Kashubia. The Geographical Dictionary of the Kingdom of Poland, published in 1893, recognized the town of Wejherowo as the capital of the "Kashubian land" (Geographical Dictionary..., 1893). Nowadays, Gdansk is often recognized as the capital of Kashubia, although there is much controversy over this choice, with Wejherowo, Kartuzy and Koscierzyna competing for the title of capital in particular (Munsky 2014).

Contemporary Kashubia consists of 43 municipalities in the districts of Puck, Wejherowo, Lebork, Bytow, Kartuzy, Koscierzyna, Chojnice and Chluchow, as well as the cities of Gdansk, Gdynia and Sopot. The area of Kashubia is 6200 square kilometers.

Within Kashubia there is considerable internal diversity, hence a distinction is made:

Ethnic Kashubia, which includes the area of the counties of Puck, Wejherowo (without the Choczewo commune), Lebork (without the Leba and Wicko communes), Kartuzy, Koscierzyna (without the southern part of the Chojnice and Czersk communes), Bytow (without the Kolczyglowy communes, Trzebielino and Miastko), the city of Gdynia, the western districts of Gdansk (Osowa, Wysoka, Barniewice, Owczarnia, Klukowo, Firoga, Matarnia, Kokoszki), the municipality of Przywidz in the Gdansk district and the municipality of Koczala in the Czluhow district. Within such boundaries, ethnic Kashubia covers an area of 7009 square kilometers. The Kashubian community here accounts for a significant percentage of the population (from 30% to more than 90% in individual municipalities) and has a lively socio-cultural activity of a regional nature.

Historic Kashubia additionally encompasses Slupsk County and the city of Slupsk, the western part of Bytow County, the northern part of Lebork County, the municipalities of Przechlewo, Rzeczenica and Czluhow in Czluhow County, the municipality of Kolbudy in Gdansk County, and the cities of Sopot and Gdansk (without the western districts). Within the boundaries thus delineated, historical Kashubia covers an area of 4759 square kilometers. In a broad sense, Kashubia covers an area of 1,768 square kilometers. They border Central Pomerania to the west, Krajna, Bory Tucholskie and Kociewie to the south, and Kociewie and Zulawy to the east (Czapliński, Kibycz 2010).

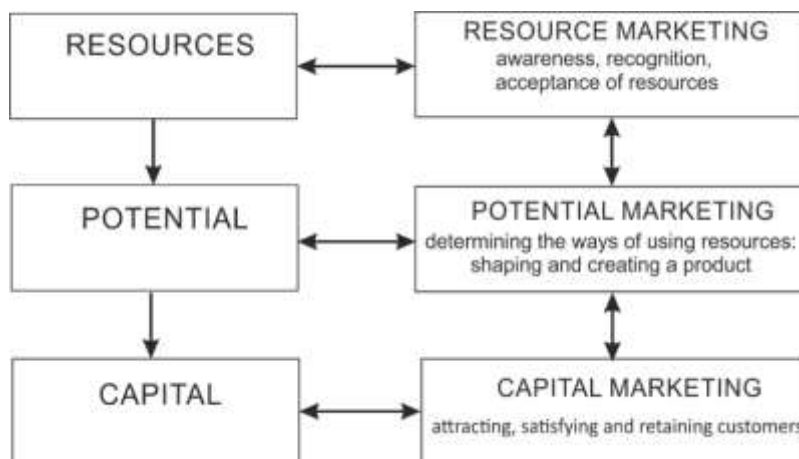
4. Marketing Analysis: Resources, Potential and Ethnic Capital of Kashubia

Resource and potential, as well as capital, are highly content-laden concepts - theoretically and empirically, which makes their operationalization difficult. The terminological difficulties would be lessened if the concepts in question were put together in a certain sequence. As a first, initial one, one can consider the concept of a stock, which should be understood, as proposed by Gorka (2014), as a certain "stock" that can be expressed in any known measure, e.g., in the quantity of something, units of weight, etc. It should be emphasized that the stock(s) must be universally accepted and realized because otherwise it will not be a stock. If we consider a stock in terms of its utility (use value) then we are de facto determining its potential.

Potential is usually poorly measurable, having a considerable degree of subjectivity, because it depends on a great many natural, technical-economic and socio-political factors, including behavioral, and ultimately intellectual person(s) creating the potential of a place, that is, different, ideas, possibilities for its use. Potential can become capital when it is actually used, which should be understood as the marketization of potential.

Thus, the concept of capital should be equated with the concept of profit. Profit, however, may or may not occur. The relativity of capital is, of course, connected with the relativity of the evaluation of potential, but also with the ability to play the market (Figure 1).

Figure 1. Relationship between resources, potential and capital in terms of territorial marketing



Source: Czaplinska, 2021.

The above assumptions can also be applied to the subject of ethno-region marketing. Recognize that marketing of ethno-region resources is a conscious and widely accepted recognition of possessing unique indigenous ethnic cultural elements. The ethno-region, or rather its residents, including local authorities, must realize and accept the fact that they are an ethnic community and possess unique ethnic resources and can use them.

Determining how to use these resources, or more precisely, shape, create an ethnic product is marketing the potential of an ethnic region. On the other hand, the prepared product offer of an ethnic region that should bring profit to the region is ethnic capital, and all activities aimed at attracting, satisfying and keeping customers with this offer we can call capital marketing.

We will consider this using the example of traditional Kashubian architecture (wooden log buildings, known as shack buildings). Kashubians are becoming aware, and over time to others, of the fact that they have a unique wooden architecture in the country, which is an important part of their ethnic culture that can and even should be exploited - a stage of resource marketing. In the given example, the goal may be the preservation of architectural monuments, the popularization of the culture among, for example, tourists, young Kashubians or simply monetary gain through the use of the monument.

The choice of ways to use specific monuments of Kashubian architecture and to create an ethnic product based on this resource is potential marketing. For example, for the purpose of preservation and popularization of Kashubian culture, reconstruction, restoration and organization in a historic Kashubian house of a museum, open-air museum, workshops will be held, or Kashubian traditional wooden houses will be used in the creation of a film, for example.

For profit purposes, a traditional restaurant, hostel, store can be established in a Kashubian house, which will attract customers thanks to its unique traditional decor. An existing product offer based on the use of Kashubian architecture that brings a steady profit is ethnic capital, and attracting new customers, satisfying them and trying to keep them is marketing ethnic capital, an example is the Center for Education and Promotion of the Region in Szymbark in Kartuzy County or the Museum - the Teodora and Izydor Gulgowski Kashubian Ethnographic Park in Wdzydze Kiszewskie in Kosciierzyna County.

5. Resources, Capital, Ethnic Potential in the Light of SWOT Analysis

In order to capture the differences between the concepts of resources, potential and capital discussed in the context of further considerations on the ground of territorial marketing, a two-stage classical SWOT analysis was applied (Sharplin, 1985; Wehrich, 1982; Gierszewska and Romanowska, 2002).

It is worth mentioning that the segmental approach differentiating resource marketing, potential marketing and capital marketing guarantees easier selection and better adjustment of marketing strategies to the region's challenges. It does not focus only on already implemented and functioning business activities, but shows the entire possible sequence of events that can be applied to the broad process of business localization.

In light of the above, a SWOT analysis was prepared, consisting of such steps as:

1. Identification of key factors that have a decisive impact on the resources, potential and ethnic capital of Kashubia: weaknesses and strengths, opportunities and threats.
2. Assessing the relative importance and relevance of the factors and determining the final rating (rank and intensity quotient) (Tables 1, 2, 3).
3. To determine the strategic position for resources, potential and ethnic capital of Kashubia (Figure 2).
4. Analysis and proposal of development directions (Multan *et al.*, 2014).

The analysis is to point out the differences in the assessment of Kashubian resources, potential and ethnic capital.

Table 1. SWOT-TOWS analysis of Kashubian ethnic resources

Strengths	Rank	Relevance	Final grade	Weaknesses	Rank	Relevance	Final grade
The distinctive natural landscape of Kashubia	0,20	9	1,8	Destruction of the Kashubian landscape and lack of adequate protection for it	0,2	10	2,0
Rich, coherent, expressive material and spiritual culture	0,30	10	3	Progressive acculturation processes: disappearing traditional professions, disappearance of dialect among the younger generation, etc.	0,3	9	2,7
Favorable demographic structure	0,15	9	1,35	Emigration and aging of the regional community	0,4	8	3,2
Strong sense of regional identity	0,25	10	2,5	Poor spatial accessibility limiting ethnic resources	0,1	5	0,5
Total			8,65	Total			8,4
Opportunities	Rank	Relevance	Final grade	Threats	Rank	Relevance	Final grade
Growth in popularity of ethnic culture	0,3	6	1,8	Cultural globalization	0,6	7	4,2
Lack of a competitive region with similar ethnic resources	0,4	9	3,6	Close proximity to the Tricity agglomeration ("second homes" in Kashubia)	0,4	7	2,8
Transborderality of the region in the context of Baltic Europe	0,2	5	1,0				
Support for ethnic diversity in national and EU policies	0,1	8	0,8				
Total			7,2	Total			7,0

Source: Own study.

Table 2. SWOT-TOWS analysis of Kashubian ethnic potential

Strengths	Rank	Relevance	Final grade	Weaknesses	Rank	Relevance	Final grade
Authentic, credible ideas for using resources	0,3	10	3,0	Relatively high share of ideas to use resources from outside the region	0,2	5	1,0
Entrepreneurship and creativity of the regional community	0,5	10	5,0	Lack of a unified, coherent development strategy for the entire region.	0,5	9	4,5
Openness and tolerance of the regional community	0,2	6	1,2	Concentration on selected recognizable sites	0,1	6	0,6
Total			9,2	Total			6,1
Opportunities	Rank	Relevance	Final grade	Threats	Rank	Relevance	Final grade
The rise of fashion in Kashubia	0,4	9	3,6	Difficulties in acquiring investment funds	0,4	9	3,6
The emergence of new groups of customers: foreign tourists, e.g. from Ukraine	0,1	7	0,7	Lack of a system for monitoring activities in the creation of a common regional policy	0,3	8	2,4
Emergence of favorable demand trends: e.g., popularization of ecotourism over traditional leisure tourism	0,3	8	2,4	Insufficient, sometimes inadequate recognition of resources	0,3	6	1,8
Transfer of good ideas from other ethnoregions	0,2	8	1,6				
Total			8,3	Total			7,8

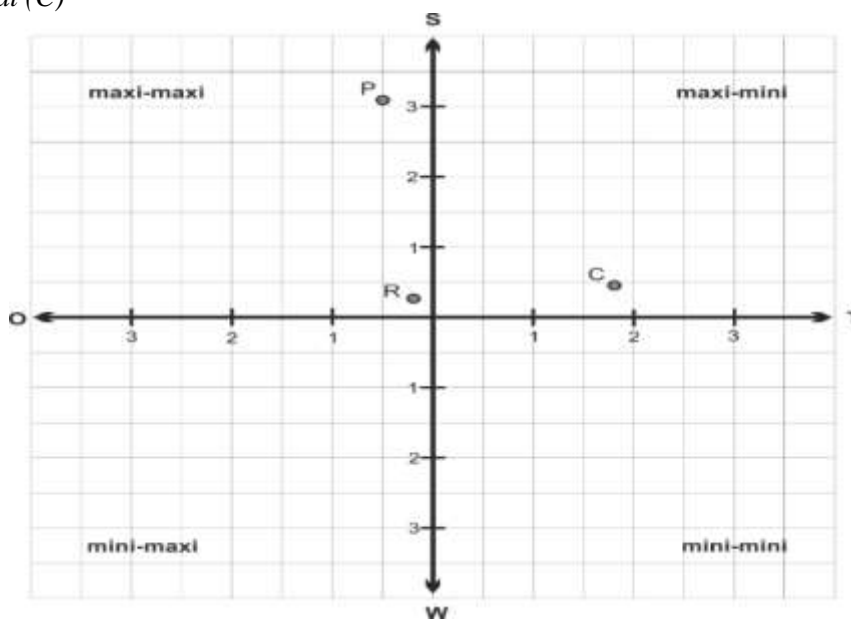
Source: Own study.

Table 3. SWOT-TOWS analysis of Kashubian ethnic capital

Strengths	Rank	Relevance	Final grade	Weaknesses	Rank	Relevance	Final grade
Positive impact on the local labor market	0,3	8	2,4	Polarization and capital allocation	0,3	8	2,4
Improvement of material situation of selected areas, new services	0,3	8	2,4	Excessive tourist colonization of Kashubia	0,2	7	1,4
Eliminating architectural barriers	0,1	7	0,7	Destruction of the cultural landscape through new construction	0,2	7	1,4
Improving spatial accessibility	0,2	8	1,6	Increase in sales of pseudo-ethnic products/substitutes	0,1	5	0,5
Improve spatial information (tourism, investment, etc.).	0,1	6	0,6	Lack of coordinated marketing efforts and a consistent brand for the region	0,2	8	1,6
Total			7,7	Total			7,3
Opportunities	Rank	Relevance	Final grade	Threats	Rank	Relevance	Final grade
Increased demand for authentic folk culture	0,4	8	3,2	Uncertainty and unpredictability of the socio-economic international situation	0,8	10	8
EU policy support for ethnic regions	0,6	8	4,8	Deformation, distortion of regional ethnic culture through imposition of foreign patterns and new trends	0,2	9	1,8
Total			8,0	Total			9,8

Source: Own study.

Figure 2. Strategic items for Kashubian resources (R), potential (P) and ethnic capital (C)



Source: Own study.

The facts presented above clearly show the great differences in the assessment of Kashubian ethnic resources, potential and capital. Ethnic resources although positioned only slightly in the field, but obtained a maxi-maxi strategic position. It means that in this case it would be appropriate to adopt an expansive strategy, because the region's ethnic resources have a favorable set of external conditions, caused mainly by the growth of interest, and, consequently, the popularity of the tangible and intangible components of ethnic culture as such, which is the pursuit of truthfulness, authenticity as a counterbalance to popular culture and the unification of life, and good internal conditions based mainly on the scenic qualities and distinct Kashubian culture, which, due to some elements (e.g., language) is difficult to confuse with other ethnoregions.

Consequently, this means that in the sphere of resources, one should strive to diversify their use, through the development of modern but diversified infrastructure combined with the creation of new offers, intensive promotional activities aimed especially at seeking new customers.

All this is expected to lead to growth, but such a strategy is difficult to implement, because relatively large new, financial resources are needed, and in a situation of uncertainty and unpredictability of the environment, which is still affected by the effects of the lockdown of the global economy caused by the Covid-19 pandemic and the possibility of its return, the war in Ukraine, inflation and the associated significant increase in the cost of living, the demand for the offer of the ethnoregion

is limited. The aforementioned difficulties in the environment affect all regions (all competition), so there is no danger of increasing the intensity of its activities, which is a mitigating circumstance.

However, the region needs to change its point of view on the region's resources, perceive the resources comprehensively (as a whole), emphasizing even more the rich and consistent material and spiritual culture, and paying attention to the preservation of the distinctive Kashubian landscape. Then, when the regional community focuses on its own resources (their protection, popularization) then we can expect to combat threats.

Much of this depends on the policy of the State (perhaps also of the EU), which must direct further financial, marketing, organizational and institutional support to the region, rather than viewing Kashuby as an inexhaustible collection of resources. Therefore, resource marketing efforts must be directed toward strengthening regional identity, with clear diversification of resource promotion.

The ethnic potential of Kashubia has also obtained a maxi-maxi position, but it is more unambiguous than in the case of resources. Here we have a situation where the strengths of the ethnic potential outweigh the weaknesses, and this is fostered by a set of favorable external conditions. It is the creativity and entrepreneurship of local communities based on original local ideas with the openness and tolerance of Kashubians and the growing popularity of ethnic tourism that gives the region its most important competitive advantage.

It is also worth emphasizing that local creativity should be developed area-wise rather than point-wise with even better recognition of local resources. This would give relief to already established tourism and recreation destinations, which should be better monitored in terms of traffic and consumer expectations. In this case, all marketing activities must be directed at producing a unified and coherent marketing strategy and strengthening, improving the image of the region.

The most unfavorable strategic position has been obtained by the ethnic capital of Kashubia. It is a maxi-mini strategy also called a conservative strategy. The development of ethnic capital is based on the use of its own strengths, related to the favorable situation in local labor markets, or the development of technical and social infrastructure, which is particularly important in an unfavorable, uncertain environment.

Hence the pressure to carve out an offering characterized by lower income elasticity of demand. Reducing ethnic capital would mean reorganizing and changing existing emphases - for example, developing sustainable ethnotourism in areas with less concentrated capital. If one takes the position of trying to survive one would have to: authenticate capital by emphasizing the actual authenticity of regional products, move in the direction of even localization of capital, make much more frequent

references to real regional culture, increase the share of regional capital, protect the cultural landscape through, among other things, controls on new construction, especially tourist construction. In this case, all marketing activities must be strongly coordinated within the region and aimed at creating the only consistent brand called Kashuby.

The assessments presented can be translated into the adopted marketing strategies of the region. However, as the study shows, there is no single common regional marketing strategy for the Kashubian ethnoregion. Nor is there any work underway to develop even a concept for its creation.

A common marketing strategy could be based on a marketing segmentation proposal, where a marketing strategy for the ethnoregion's resources would be built, which could form the basis for a marketing strategy for the ethnoregion's potential (opportunities) making many external and perhaps especially internal stakeholders aware of its advantages.

The marketing strategy of potential, in turn, would be an important starting point for the marketization of many ideas. Helping to promote them, but also pointing out paths of potential market success for others. Finally, the capital marketing strategy that grows out of the preceding two strategies would be the ultimate marketing strategy, which would focus on functioning business examples based on the creative use of regional resources.

6. Conclusions

It seems that recalling the four basic marketing strategies based on regional affiliations, i.e., drawing on regional cultural resources (legends, traditions, heritage); positioning the brand in opposition to globalization; inscribing the region in the globalization process, and allowing consumers to express their regional affiliation, marketing efforts should be strongly expanded and targeted by adopting the proposed resource-potential-capital sequence.

A common perception of these elements averages out and mitigates threats and vulnerabilities. Isolating them makes it possible to precisely locate and diagnose the problem, effectively remove it, or at least mitigate its impact, all in order to achieve image and ultimately market success.

Currently in Kashubia, there is a significant difference in the assessment of resources, potential and capital, which translates into the adopted marketing strategies, which consistently show significant variation. The favorable situation applies to resources and even more to potential, the least favorable situation is that of capital. And at the same time, it is capital that is most often promoted which, without taking into account the other two components, must lead to errors.

The proposed study gives a hint of a more effective alignment of marketing activities that can, and perhaps should, be carried out by dividing them into resource, potential and capital marketing.

It is from the lack of a broader reflection on the marketing of the region in the proposed approach that there is in Kashubia an unnecessary duplication of brands, an exaggeration of the importance of only selected points of the settlement network or components of the environment on the map of the ethnoregion, the disappearance of the socio-economic life of significant areas of the region as a result of the relatively weaker creativity of local communities.

All this leads to a stereotypical perception of ethnic identity, which can ultimately trigger further acculturation processes. This, in turn, should be considered a dangerous situation not only for the ethno-region itself, but also because of the newly constructed historical and cultural paradigm for Poland.

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