

Introduction

The third decade of the 21st century has brought new challenges in cross-border cooperation of actors located in the European borderlands, including the Polish-Czech border. The sudden and unexpected outbreak of the COVID-19 pandemic became one of the biggest obstacles to Polish-Czech cross-border cooperation since the day both countries joined the structures of the European Union and the Schengen Area. This had a significant impact on the economy and mobility in many regions of the Polish-Czech border region, as well as on residents' access to the labour market, as well as education or cultural services. The previously insurmountable problems, such as cross-border transport and communications, as well as the bureaucratic burden on citizens and businesses, among others, occurred in a very clear and noticeable manner, seriously hampering the joint fight against the pandemic and further integration of the people living in the Polish-Czech borderland. At the same time, the prolonged duration of the pandemic and the associated restrictions intensified the search for new solutions both at the EU level and in the borderland regions, including those located at the borders of Euroregions. During the 145th plenary session of the European Commit-

tee of the Regions held in Brussels on 30 June 2021, a resolution calling on the European Commission to present a proposal to maintain cross-border cooperation and the daily functioning of cross-border areas in the event of future crises was adopted. The resolution includes 49 points and contains many important proposals to improve cross-border cooperation; it calls on the European Commission to act on the basis of existing legislation and treaties, the implementation of which can often still be improved¹. The resolution and the findings of the European Committee of the Regions provided the impetus for the author of this book to take a closer look at the process of building relationships in the Polish-Czech cross-border market, in particular the cross-border market for cultural services, and the distortions occurring in their formation. This is very important because stimulating cross-border cultural cooperation, developing a cross-border market for cultural services serves, among other things, to blur the boundaries and divisions between border countries or to shape their new quality, so that they become places of meeting rather than places of division.

Cross-border cultural cooperation between institutions supported by the European Union funds led, among other things, to an increase in the supply of cultural services on the Polish-Czech borderland or to changes in the behaviour of Polish and Czech recipients of cultural offerings and, consequently, to the emergence of a common cross-border market for cultural services. This market is very specific in nature (if only because of the still existing Polish-Czech animosities and divisions) and so far very poorly recognised and described. It is a market in which we can

¹ *Resolution of the European Committee of the Regions' proposals in view of the European Commission Work Programme for 2022 (2021/C 440/01), INTERACTIO - HYBRID MEETING - 145th PLENARY SESSION OF THE COMMITTEE, 30 June 2021-1 July 2021, <https://eur-lex.europa.eu/legal-content/EN/TXT/HTML/?uri=CELEX:52021XR2507> [accessed: 10 February 2022].*

observe an increase in the number of various types of events carried out by cultural entities in the Polish-Czech borderland, very often as part of projects whose main premise is their cross-border character, which manifests itself, among other things, in the fact that the preparation and implementation of the event must be carried out in a Polish-Czech partnership, and the recipients of the services of cultural entities should not be limited to citizens of the home country, but also open to residents of the neighbouring country.

However, the author's research to date shows that the increasing number of artistic projects does not significantly translate into the 'mixing of Polish and Czech recipients'². This, in turn, requires from the managers of cultural entities in the Polish-Czech borderland to continuously improve their structures, communication, procedures or marketing activities. In line with the relationship marketing concept, the aforementioned activities focus on building long-term relationships with the recipients of the cultural offer located on both sides of the border. This, however, requires a thorough, careful look at the process of forming long-term relationships with customers on both the Polish and Czech sides of the market. It also requires from the cultural entities to apply the concepts of relationship marketing. However, its implementation in the cultural sphere, both in the conceptual layer and in management practice, cannot take place without taking into account the specificities and functions of culture as such. This specificity is related, among other things, to the fact

² More in this topic: Ł. Wróblewski, *Structure and conditions for the functioning of the Polish-Czech cross-border market of cultural service*, "Ekonomski vjesnik", 2018, 31(2); Ł. Wróblewski, B. Dziadzia, Z. Dacko-Pikiewicz, *Sustainable Management of the Offer of Cultural Institutions in the Cross-Border Market for Cultural Services -Barriers and Conditions*, "Sustainability", 2018, No. 10; Ł. Wróblewski, A. Kasperek, *Euroregion as an Entity Stimulating the Sustainable Development of the Cross-Border Market for Cultural Services in a City Divided by a Border*, "Sustainability", 2019, No. 11.

that the category of profit, which is so important in business, does not play a major role in the cultural sphere, as the overriding objective in this case is to provide access to culture and national heritage. This is especially true for cultural institutions belonging to the public sector (local government and state institutions). When implementing the concept of relationship marketing into the cultural sphere, it is also important to bear in mind that cultural services are characterised by a high degree of vertical and horizontal differentiation, and there are difficulties in forecasting demand for them. The situation becomes even more complicated with regard to organisations operating across borders. It requires cultural managers to design and configure the services provided by the institution in such a way that they provide value to recipients located on two different sides of the border, recipients that are divided not only by national borders, but also by language, history and values.

When approaching the description of the process of forming relations with the recipients of cultural offerings in the Polish-Czech cross-border market for cultural services, it is necessary to pay attention to both the marketing determinants of their formation and other factors related to history, the current state of political, economic and cultural relations between the countries concerned, as well as local conditions. In this situation, however, it is difficult to compare the extent to which the concept of relationship marketing is applied to cultural entities across the entire Polish-Czech borderland. It is clear that, despite the many similarities, the individual sections of the Polish-Czech border differ significantly from each other. For example, the difficult and intricate history of the Cieszyn Silesia means that cultural cooperation along this section of the border (and thus the very process of forming long-term relationships between cultural operators and audiences located on both sides of the border) is somewhat different from Polish-Czech cooperation in ar-

areas which until 1945 were inhabited on both sides of the border mostly by Germans. It is also important to be aware that the Polish-Czech cross-border market for cultural services will function quite differently in sparsely populated rural municipalities, where the border often runs through mountains (e.g. the area of the Euroregion Beskidy/Beskydy), and even more differently in border cities and towns, connected by numerous roads or a railway line, where the border runs through easily accessible terrain – through the valleys of Oder and Olza rivers. In general, urban environments, compared to rural environments, represent relatively better conditions for institutionalising cultural life and for the residents to participate in culture. This is where cultural organisations and associations, which have a strong impact on the other side of the border and consequently stimulate the development of the cross-border market, are most often established. Cities and towns in borderlands, especially those divided by borders (such as the cities of Cieszyn and Český Těšín, which are the subject of detailed analysis in this paper) have thus become authentic places for the breaking down of barriers and the formation of partnership nature of the interethnic co-existence between the inhabitants of both sides of the border.

In response to the identified knowledge gap, the research problem boiled down to the question of how to shape long-term relationships of cultural operators with Polish and Czech recipients of the cultural offer in the Polish-Czech cross-border market. This required the identification of both the determinants of relations linking Polish and Czech cultural operators with audiences located on the two sides of the border and the determination of the mechanism and the main components of the process of forming long-term relations in this specific market.

The book is interdisciplinary and contains references to not only to management and especially marketing, which are the main area of research, but also to economics, sociology and cul-

tural studies. The adopted objectives of the work and the research procedure were subordinated to the structure of the book, which includes two layers: theoretical and empirical. The whole consists of six chapters with an introduction and conclusions.

Chapter one focuses on the relatively young and poorly recognised category of the cross-border market. In its first part, the cross-border market of cultural services is defined on the basis of the existing definitions of a market. The structure and mechanism of this market within the Euroregion is also presented. The chapter concludes with the presentation of the concept of a city divided by a border and describe its specific features.

The most important objective of the second chapter was to characterise the cross-border market for cultural services of the city of Cieszyn-Český Těšín divided by a border. Based on the analysis of the found data carried out, a discussion of both the supply and demand aspect of the market for cultural services in the town of Cieszyn-Český Těšín was carried out, with a particular focus on its socio-cultural capital. It concludes by pointing out the barriers and drivers to the development of this market in a city divided by a border.

The third chapter is devoted to the key issues of relationship marketing in culture, from the point of view of the topic undertaken. It includes a consideration of the nature and rationale for applying relationship marketing in the area of culture. Issues such as relationship or value in culture are discussed. The chapter concludes with a consideration of the gradation and measurement of the depth of the relationship between cultural institutions and the recipients of their offer.

Chapter four presents the author's account of the process of forming long-term relationships in the cross-border market for cultural services. The assumptions of the model, developed in diagrammatic form, are discussed, and its components are characterised in detail. Deliberations are focused particularly on mar-

keting activities relating to cross-border market research, market segmentation and, finally, the selection and configuration of marketing instruments.

The fifth chapter describes the turbulence in building relations in the Polish-Czech cross-border market for cultural services in the Śląsk Cieszyński-Těšínské Slezsko Euroregion caused by the coronavirus pandemic. Its first part identifies the Euroregion as an actor monitoring and stimulating the development of a cross-border market for cultural services. Attention is then drawn to the functioning of this market under the conditions of the Covid-19 pandemic. Finally, the results of a study aimed at assessing the direction and strength of the impact of restrictions on crossing the Polish-Czech border (introduced in connection with the Covid-19 pandemic) on the functioning of the cross-border market for cultural services, as well as its translation into further integration (or disintegration) of the inhabitants of the Śląsk Cieszyński-Těšínské Slezsko Euroregion were presented.

The sixth and final chapter presents the results of the research, which was carried out in the area of the Nysa Euroregion. The research focused on the translation of the Polish-Czech intergovernmental dispute (at central level) into the cross-border relations linking the inhabitants of the Polish-Czech borderland. The chapter discusses the concept of an intergovernmental dispute, as well as the origins and course of the Polish-Czech dispute over the Turów Mine. The strength of the impact of this dispute on cross-border relations between the inhabitants of the Polish and Czech sides of the Nysa Euroregion was also assessed. The chapter concludes with the findings of the research in the context of relationship building in a cross-border market.

The book is primarily addressed to cultural managers, employees of cultural institutions, cultural animators, impresarios, as well as independent artists who independently disseminate their work, especially in the Polish-Czech cross-border market for cul-

tural services. Potential audiences also include students, doctoral students and academics working in the fields of management of cultural institutions, cross-border cooperation or international relations. The work may also be of use to city and regional leaders in the Polish-Czech borderland, for whom cooperation 'across borders' in the field of culture represents a potential opportunity for the development of the cultural offer, urban or regional infrastructure and better promotion of the cross-border area.

CROSS-BORDER MARKET FOR CULTURAL SERVICES – THEORETICAL PERSPECTIVE

1.1. The concept of the cross-border market for cultural services

The concept of a market is commonly used both among theoreticians and practitioners and often interpreted very freely, often in a very simplified way depending on the context. The concept of a market was already known in antiquity when buying and selling took place in specially designated places (e.g. the Greek Agora, the Roman Forum), hence the market was originally defined as a place where exchanges took place, as the central square in a city. Over time, it began to be understood more broadly from the geographical perspective, i.e. as an area with similar buying and selling conditions (e.g. the territory of a Euroregion or the area of a city divided by a border). However, it has been observed over the years that such an approach to the concept of a market expresses a very narrow definition of the technical (historical) and geographical term, which is why new definitions have appeared. The cybernetic view of the market has proved particularly important for economists. From this perspective, the market is a purposefully organised system of relationships between subjective and objective elements in which real and regulatory

processes take place³. Through the continued process of selling and buying, market players transition from relative ignorance of the desires and needs of others to a fairly accurate understanding of how much can be bought and sold and at what price⁴.

In turn, the market as an economic category is the totality of the exchange relationships (commodities and money) between sellers who offer products at a specific price and represent the supply side and the buyers who have a demand for these products that is covered by purchasing funds and represent the demand side⁵. Therefore, it is a relationship of three elements: supply, demand and price, which is determined as a result of the meeting of supply and demand. In other words, it is about the confrontation between supply and demand for a given commodity, which influences the price of the commodity and the volume of exchange⁶. Marketing specialists define the market in a slightly different way. In marketing, the market is considered from a much narrower perspective than the economic one. This is because it is accepted that there is an advantage of supply over demand in a market economy, and the main problem for various organisations (including cultural entities) is a shortage of demand for their products. This is why, instead of three elements of the market (supply, demand and price), only the demand side is taken into account in marketing terms. Therefore, the market is defined as buyers in marketing, and sellers are treated as a sector⁷. P. Kotler wrote that 'the market is a set of existing and potential

³ Z. Kędzior (ed.), *Badania rynku, metody, zastosowania*, PWE, Warszawa 2005, p. 9.

⁴ D.R. Kamerschen, R.B. McKenzie, C. Nardinelli, *Ekonomia*, Fundacja Gospodarcza NSZZ Solidarność, Gdańsk 1992, p. 47.

⁵ S. Mynarski, *Analiza rynku. Makromechanizmy*, Wydawnictwo Akademii Ekonomicznej w Krakowie, Kraków 2000, p. 7.

⁶ J. Bremond, J.F. Couet, M.M. Salort, *Kompendium wiedzy o ekonomii*, Wydawnictwo Naukowe PWN, Warszawa 2005, p. 197.

⁷ P. Kotler, *Marketing od A do Z*, PWE, Warszawa 2004, p. 173.