

BUILDING THE RELATIONSHIP BETWEEN THE CULTURE ORGANIZATION AND CLIENTS IN THE CROSS-BORDER MARKET

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Abstract: The concept of relationship on cross-border cooperation in sphere of culture has been recognised as very important in global strategic documents of European Union for more than a two decades. It is also increasingly reflected in the cultural policies of particular states, and—very importantly—cultural managers who are responsible for shaping the cultural offer in Euroregions are becoming more interested in this concept. Despite the increasing attention being paid to this topic among both practitioners and theoreticians of management, in none of these documents or other works can we find content that is directly related to the Polish-Czech cross-border cultural services market. This gap was the direct impulse for taking up research in this field. Based on in-depth interviews carried out with fifty experts from the Polish and Czech side of the Euroregion Beskidy, the possibilities of adapting the concept of relationship marketing in cultural organizations operating on the Polish-Czech cross-border market for cultural services were recognized. The conducted research shows that Polish and Czech managers of cultural institutions differ in terms of the key instruments of the marketing mix. In their opinion they should have a primary application at the stage of strengthening ties, connecting cultural organization with Polish and Czech recipients of the cultural offer. According to Polish experts, the key instrument for building relationships (strengthening ties) is marketing communication, whereas in the opinion of Czech respondents these will be activities related to shaping the product.

Key words: relationship marketing, cultural organizations, clients, cross-border market, Euroregion Beskidy

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Introduction

Over the last ten years, on the Polish borderlands, including the Polish-Czech border (in the Euroregion Beskidy), the intensification of actions co-financed by the European Union and aimed at supporting cross-border cooperation in the field of culture is noticeable (Kurowska-Pysz, 2015, 2016a, 2016b). They serve, among others, the blurring of borders and divisions between border states or the shaping of their new quality – they should become a place of meetings and not divisions. This has led to the increase in supply of cultural services in the Euroregion Beskidy on the market or changes in the behaviour of Polish and Czech recipients of the

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cultural offer and the separation of the common Polish-Czech cross-border market for cultural services as a result of that (Petračkos, 1997). It is a very specific market (for example due to the existing Polish-Czech animosities or historical divisions), which has been very poorly recognized and described so far (Rusek and Kasperek, 2012). The market, where an increase in the number of cross-border cultural events, carried out by Polish and Czech cultural entities within the framework of projects co-financed from European Union funds (Wróblewski et al., 2018a) can be observed over the last decade. Projects, whose main assumption is cross-border manifestation, are distinguished by in the fact that the preparation and implementation of the project must take place in the Polish-Czech partnership and the recipient of cultural entities services, should not only be residents of the home country, but also citizens of the neighbouring country (Kurowska-Pysz et al., 2018; Wróblewski, 2015). This forced the managers of the culture organization on the Polish and Czech side of the Euroregion Beskidy to constantly improve structures, communications, procedures and marketing activities. Procedures, in line with the concept of relationship marketing should be focused on building long-lasting partnership ties with recipients of the cultural offer (Kurowska-Pysz, 2012; Szczepańska-Woszczyzna, 2015). However, this requires a careful and in depth look at the process of building long-term relationships with clients from both the Polish and Czech sides of the border. Therefore, the main goal of the research was to determine the possibility of adapting the concept of relationship marketing in cultural entities operating on the Polish-Czech cross-border market of cultural services of the Euroregion Beskidy.

The Concept and Structure of the Polish-Czech Cross-Border Market of Cultural Services

By attempting to define the Polish-Czech cross-border market of cultural services for the purposes of this study, both the economic and geographical definitions of the market were used (Mynarski, 2000, Chotkowski, 2013). In accordance with these definitions, the cross-border market for cultural services will be defined as the total exchange relations between providers of services that meet cultural needs and buyers purchasing these services in the border regions of countries sharing a common border (in this case Poland and the Czech Republic). In other words, it will be a set of buyers (hidden, potential and active clients) and sellers (cultural organizations), who carry out transactions regarding cultural services in areas along the border of countries (border and cross-border regions) (Wróblewski et al., 2018b).

A geographical understanding of the cross-border market for cultural services indicates the territory, which is located on both sides of the borders, as a separate area with similar conditions of purchase and sale (e.g. Euroregion Beskidy). The classic (economic, systemic) understanding of the market reduces the definition of the cross-border market of cultural services to the general exchange relations between sellers, offering services that meet cultural needs, and buyers -

representing demand for them. It contains both the subjective aspect (who participates in the exchange process), as well as the subject one (what is the subject of the exchange) (Mynarski, 2000).

The Polish-Czech cross-border market for cultural services should therefore be treated as a system whose elements form a specific structure (Figure 1). This system distinguishes:

- market entities that are sellers (cultural organizations) and buyers (hidden, potential and active clients);
- market subjects, which are cultural services and aesthetic needs exposed on the market, motives of using the services of cultural organization;
- relationships between entities and market subjects.

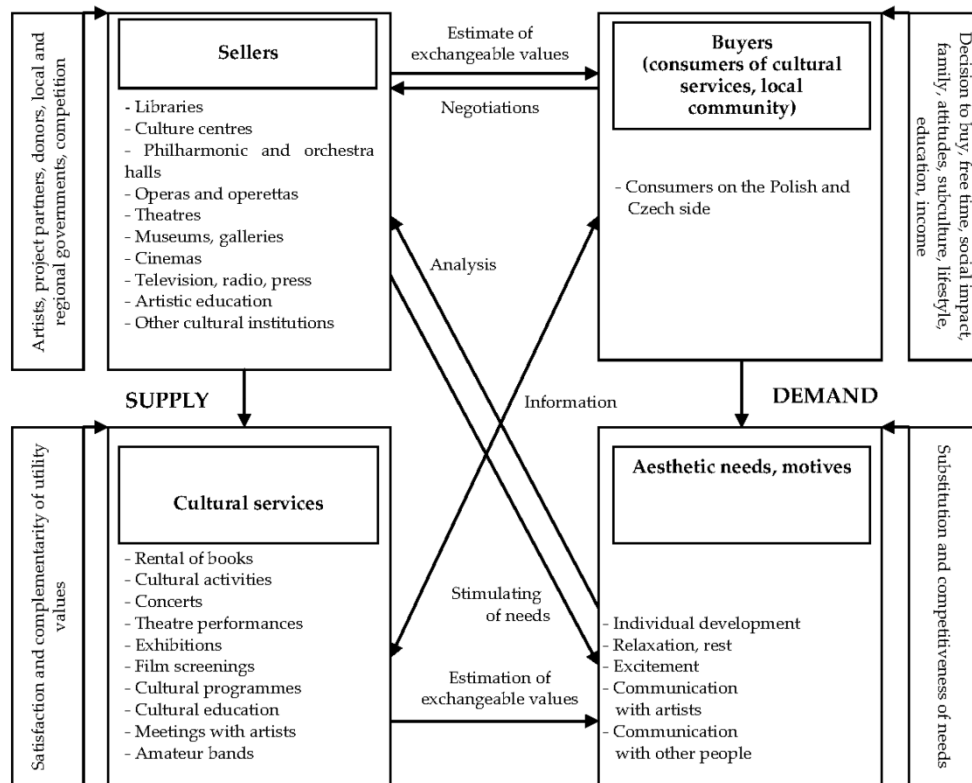


Figure 1. Structure of the cross-border market for cultural services (Wróblewski et al., 2018b)

The functioning of the Polish-Czech cross-border market of cultural services is influenced by activities undertaken by national culture organizations and neighbour countries, as well as buyers from both sides of the border who may act as a hidden client. This means reporting undisclosed (anonymous) demand for cultural services in the role of a potential customer, showing interest in the offer of the cultural organization, and an active client - participant, using the services of cultural

institutions (Kędzior, 2005; Sobocińska, 2008). In turn, cultural organizations recognize the needs of buyers, and through appropriate educational activities they also try to stimulate them, present, and submit an offer and then provide services (Blatter and Clement, 2000).

Materials and Methods

Theoretically, the aim of the paper was to define the category of the Polish-Czech cross-border market for cultural services, as well as to define the possibilities of implementing relationship marketing in Polish and Czech cultural entities operating in the Euroregion Beskidy.

In the empirical sphere, the goals were focused on such issues as:

- the diagnosis regarding the applicability of the concept of relationship marketing and changes in its application by Polish and Czech cultural entities in the context of the cross-border market for cultural services,
- identification of marketing activities of Polish and Czech cultural entities on the cross-border market for culture services that are part of the concept of relationship marketing,
- explaining the significance and weight of individual marketing mix instruments used by Polish and Czech cultural entities in the process of strengthening ties with clients (recipients of their offer) on both sides of the border.

In this paper, a research hypothesis was adopted according to which it is assumed that: Polish and Czech managers and employees of cultural organizations from all marketing mix instruments find product the most important factor in the process of strengthening cultural links with Polish and Czech recipients of cultural offer on the cross-border cultural services market in the Euroregion Beskidy. The product, according to the assumptions of cross-border cooperation, should be tailored to the needs of recipients on both sides of the border. In order to verify the adopted research hypothesis for the purposes of the paper, interviews were conducted in the form of individual in-depth interviews (IDI) with fifty experts - directors of cultural institutions, creators, animators, heads of communes, officials, organizers of cultural projects on the Polish-Czech border (twenty-five experts from the Polish side and twenty-five experts from the Czech Euroregion Beskidy).

The questionnaire of the interview (in Polish and Czech) contained a total of seventeen questions, of which nine were short projecting questions based on associations and supplements, while the next eight questions were open-ended deep questions, based additionally on the seven-point Likert scale.

Interviews were carried out from August to October 2018. The conducted research was part of the project titled 'Polish-Czech Academic Cooperation in Refining Quality of Trans-border Science Research' co-financed from the European Regional Development Fund under the Interreg V-A Program Czech Republic-Poland 2014-2020 and from the state budget through the Euroregion Beskidy.

Results

The first topic concerned the functioning of the Polish-Czech cross-border cultural services market in the Beskidy Euroregion. Experts were asked if cultural institutions should satisfy the cultural needs of recipients from both the Polish and Czech sides of the Euroregion. The vast majority of respondents answered the question in the affirmative (40 people). At the same time the experts, quite often emphasized that the offer of local cultural institutions should be developed in the first place for the inhabitants of a given commune, city or district in which this institution functions - as this results from the mission of these institutions. In the opinion of the respondents, however, this does not exclude the situation in which the offer for recipients of the other (foreign) Euroregion website is additionally prepared. Czech experts stated that Poles use the cultural offer, which is available on the Czech side of the Euroregion Beskidy and vice versa (19 people). At the same time, Polish respondents were definitely more restrained in this respect, most often they avoided answering this question (16 people pointed to the answer 'it is difficult to say'). At the same time, they added that if such a situation takes place, it usually happens during the occasion of Polish-Czech cross-border cultural projects. All respondents were unanimous, however, that the Polish-Czech cross-border market could and should develop even more, as the current cross-border cooperation in the field of culture is usually of institutional nature, which in the future should also be reflected in more frequent and intense 'mixing' of audiences on both sides of the Euroregion. A summary of the answers obtained is presented in Table 1.

Table 1. Polish-Czech cross-border market for cultural services in the opinion of the experts surveyed

Specification	The cultural institution in the Euroregion Beskidy should meet the cultural needs of recipients from both the Polish and the Czech side of the Euroregion			Polish people use the cultural offer, which is available on the Czech side of the Euroregion Beskidy, and the Czechs use the offer that is available on the Polish side of the Euroregion			The Polish-Czech cross-border market for cultural services in the Euroregion Beskidy can be developed further		
	Mean	Mode	Median	Mean	Mode	Median	Mean	Mode	Median
Czech experts	5.68*	6	6	5.12	5 and 6	5	5.72	6	6
Polish experts	5.40	6	5	4.12	4	4	5.24	5	5
Total	5.54	6	6	4.62	4	4	5.48	6	6

*1 means 'definitely not', 2 - 'no', 3 - 'rather not', 4 - 'hard to say', 5 - 'rather yes', 6 - 'yes', 7 - 'definitely yes'

Another issue is the subject of research concerning mutual relations between cultural institutions on the Polish and Czech side of the Euroregion Beskidy, as well as relations between these institutions and the Polish and Czech recipients of their offer. The experts were asked if cultural institutions were interested in the needs of their recipients, their care and finally building relationships with them. The vast majority of the respondents (49 people) answered 'yes' to this question (the Likert scale indicated the answers 'definitely yes', 'yes' or 'rather yes'). Only one person gave a negative answer ('probably not'). It is important to note, the answers of Polish and Czech experts did not differ significantly. Polish respondents, more frequently than Czech experts, gave the answer 'definitely yes'. The respondents, as confirmation of their choice, pointed to actions which in their opinion are aimed at building good relations with clients. These activities are as follows: keeping attendance statistics during organized cultural events, conducting the recognition of cultural needs of recipients, providing reliable information about the cultural institution and its offer, developing offers for various customer segments, running a website, the presence of cultural organizations on social networks, initiating new cultural projects, competitions for clients, educational activities in schools, joint integration trips, organizing festivals, feasts and audience meetings with artists. At the same time, the respondents admitted that these activities are directed mainly at the inhabitant (recipient) of a given commune or city in which the institution operates and very rarely go beyond its own (national - Polish or Czech) side of the Euroregion Beskidy. The exceptions are cultural events organized as part of Polish-Czech cultural projects which are financed by the European Union through the Euroregion Beskidy.

Respondents answering the question additionally pointed to the need to build good relations not only with the recipients of the cultural organization offer, but also with other cultural institutions, sponsors, local authorities, artists or employees. The experts also stated that cultural institutions are combined with strong, lasting ties with recipients of the offer from their own (national) side of the Euroregion Beskidy. Forty three experts gave such answers, which included 20 respondents from the Polish side and 23 from the Czech. Justifying their opinion, they pointed to: large attendance at organized cultural events, a growing number of book borrowed from the library, a large number of visits of the official website of the institution, a large number of likes on the posts or photos published on the official social profile of the institution, high interest in organized competitions or meetings, frequent expressions of fondness shown on the occasion of the anniversary celebrations, and the growing number of volunteers who willingly joined the organization of cultural events. Experts were also asked their opinion on the impact of individual marketing mix instruments on shaping the relationship and on strengthening the links of cultural institutions with the recipients of their own (national) Euroregion side. The experts were asked to distribute 100 points between

individual marketing instruments (product, price, distribution, promotion and personnel). The results are presented in Figure 2.

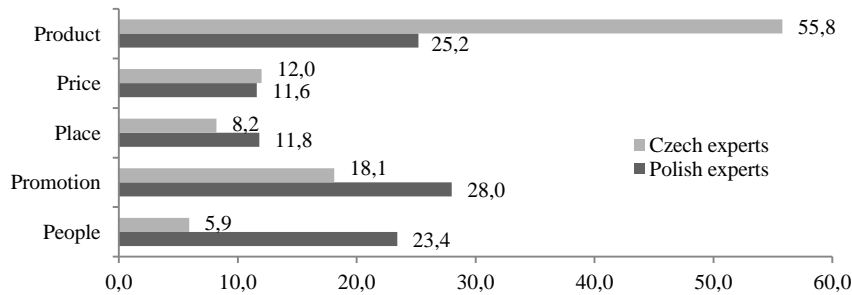


Figure 2. The impact of marketing mix instruments on strengthening the links of cultural institutions with the inhabitants of their own (national) Euroregion Beskidy

The answers obtained from Czech experts show that it is a product (cultural offer) of a cultural entity - its further development, modification in order to better match the needs of recipients that plays a key role in strengthening the links of cultural institutions with recipients of their own (national) Euroregion side. Interestingly, Polish experts have recognized that it is not a product, but better marketing communication which is important for strengthening ties. Polish experts stated that the product offered by their cultural institutions is well suited to the needs of recipients from the Polish Euroregion and does not require significant changes or modifications, but it is necessary to use more advanced based promotion instruments, such as social media and modern technologies.

Table 2. Relations in the Polish-Czech cross-border market for cultural services in the opinion of the experts surveyed

Specification	The cultural institution builds good relations with the recipients (potential recipients) of the cultural offer			The institution of culture has strong ties with the inhabitants (local community) of the own (national) side of the Euroregion Beskidy			The cultural institution has strong ties with the inhabitants (local community) of the other (foreign PL or CZ) side of the Euroregion Beskidy		
	Mean	Mode	Median	Mean	Mode	Median	Mean	Mode	Median
Czech experts	5.96*	6	6	5.88	6	6	4.24	4	4
Polish experts	5.92	7	6	5.60	7	6	3.20	3	3
Total	5.95	6	6	5.74	6	6	3.72	4	4

*1 means 'definitely not', 2 - 'no', 3 - 'rather not', 4 - 'hard to say', 5 - 'rather yes', 6 - 'yes', 7 - 'definitely yes'

The vast majority of surveyed experts from the Polish side of the Euroregion Beskidy (17 people) recognized that Polish cultural institutions are not bound by

strong ties with recipients from the Czech side of the Euroregion. It was pointed out that Czech recipients visit Polish cultural institutions usually on the occasion of joint Polish-Czech cross-border projects possibly when there are world-famous artists or artist groups in these institutions – but that is very rare. The surveyed experts additionally emphasized that although their cultural institutions do not have permanent ties with clients from the other side of the border, cooperation between Polish and Czech cultural institutions is already very common, and these institutions are combined by strong and friendly relations. A summary of the answers obtained is presented in Table 2.

In the opinion of experts (Polish and Czech combined), cultural institutions wishing to strengthen ties with the recipients from the other side of the border should first focus on the product, which in their opinion, in its current shape, is not well suited to the needs of residents from the neighbouring country (e.g. libraries do not have book collections in Polish and Czech, cinemas display films only in one language version - no subtitles in the other language). This instrument (product) obtained the highest number of points (33.7). However, this time, Polish experts, unlike the Czech experts, decided that this promotion should play a key role in the process of strengthening ties with clients from the other side of the Euroregion Beskidy area. In their opinion, in order to strengthen ties with the recipients on the other side of the border, it is first necessary to reach those recipients with properly prepared information about the cultural offer that is available in the neighbouring country. The offer, in the opinion of Polish experts may be in its current shape equally, and maybe even more attractive than that of the one available abroad. Similarly to the previous practice, the experts were asked to split 100 points between individual marketing mix instruments (product, price, distribution, promotion and staff). The results are presented in Figure 3.

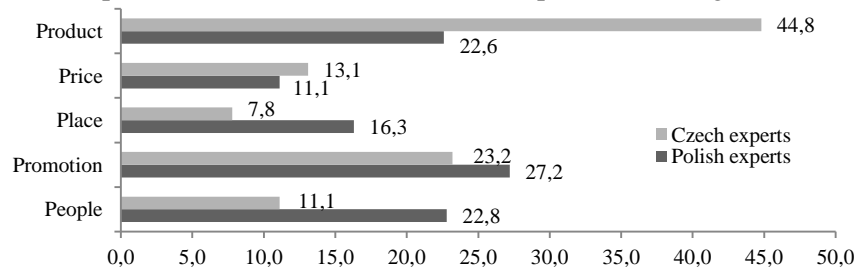


Figure 3. The influence of marketing mix instruments on strengthening the bonds of cultural institutions with the inhabitants of the other (foreign) side of the Euroregion Beskidy

Discussion

The new reality, in which after joining the European Union and then Schengen zone, both Poland and the Czech Republic found themselves significantly changed the functioning of the cultural institutions of the Polish-Czech border (there was, among others, the possibility of obtaining additional funds from European Union

programs supporting cross-border cooperation) (Wróblewski et al., 2018a). The policy of the European Union in this sphere clearly indicates that cultural organizations wanting to ensure faster development should undertake activities for the so-called 'blurring of borders'. Solutions should be undertaken aimed at broadly understood cross-border cooperation (Kurowska-Pysz, 2016a, 2016b). Thus, they should shape long-term relations with both Polish and Czech recipients of the cultural offer. In order to make it possible, however, a revision is needed, followed by a correction of the marketing concept adopted by cultural institutions. This is confirmed, among others, by the research conducted by Castanho et al. (2017a, 2017b), Dominguez et al. (2015) in Spain and Portugal and by the authors of the study in the Cieszyn Silesia Euroregion. The residents of Cieszyn and Czech Cieszyn, also show that it is not enough to apply only the traditional marketing concept to attract the cultural offer from both the Polish and Czech borderland (Wróblewski, 2017). It was necessary to reach for solutions that would better meet the needs of the demand side of the cross-border market for cultural services. A solution, in this regard may be taking actions in the area of relationship marketing. The adoption of this concept enables a modern look at the nature of mutual interactions and relationships between the organization of culture and various entities from its surrounding (Sobocińska, 2015, 2017). It is based on the assumption of the possibility and necessity of maintaining direct contacts between the seller and the buyer. As part of this concept, it is emphasized that in market activities direct contacts constitute important conditions for success and are considered as a long-term process for building permanent links with various market participants (Lis and Szczepańska-Woszczyńska, 2015; Mitreęga, 2005).

When designing activities in the field of relationship marketing, managers of cultural entities of the Beskidy Euroregion should remember that they are continuous and do not end when the potential client from Poland or the Czech Republic is invited to use the offer of cultural institutions. They go beyond a single transaction and are cyclical. This means that the Polish or Czech cultural entities operating on the cross-border market for cultural services and the recipients of its offer are going through the next recurring stages. If the course of a given duration of the relationship is undisturbed, the exchange partners start a new cycle (Furtak, 2003). Going through successive cycles is a condition for continuing the relationship. In this process, two main phases should be distinguished: the initial phase - the creation of ties (ends when the potential client is persuaded to take advantage of the cultural offer), and the proper phase - strengthening ties (has a closed cycle and can last for a longer period) (Fonfara, 2001).

- generally speaking, the initial phase of the relational marketing process in cultural entities of the Euroregion Beskidy will be the same as the marketing process in the classical approach. It is very important to properly identify the target audience of the cultural offer from both Polish and Czech sides while in this phase. This is why it is necessary to segment them. According to the experts, the key idea behind the initial phase (as well as the entire relational

marketing process) is the idea of value (benefits). Separated segments (segment) of clients should be offered a specific value, which is more than just usability. The value is determined not only by what service the customer receives, but also the method of receiving this service (quality of the interaction process and dialogue with the client) (Brown, Haynes, 2008). The result of the exchange of material and intangible values is customer satisfaction, their trust and attachment to the service provider. In the opinion of the experts surveyed, Polish and Czech cultural institutions offer products that are valuable to the recipients of their own (national) borderland. Unfortunately, according to the experts, the offer still lacks products that would be equally valuable to recipients from both the Polish and the Czech side of the border. In addition, experts pointed to barriers that lower the quality of the interaction process and dialogue with the recipient on the other side of the border. According to the respondents, these barriers include:

- language barrier - ignorance or poor knowledge of the neighbouring country's language is an important barrier in communicating content on the other side of the border, as well as full acceptance of the offer of some of the neighbouring country's cultural institutions (e.g. theatre, cinema or library),
- lack of information about the offer available on the other side of the border,
- websites of cultural institutions of the Polish-Czech borderland are very often only available in national language version, they are not translated into the language of the neighbouring country,
- lack of a cross-border inter-city communication network covering the area of the Polish-Czech borderland or even just the Euroregion Beskidy,
- insufficient cultural products in the offer of cultural institutions, which would be equally attractive to both Polish and Czech recipients. It should be remembered that even a very popular Polish theatre actor, who is known in Poland to a wide audience, will very often be completely anonymous to the Czech public.

Once the potential recipient decides to benefit from the cultural offer (accepts the value offered by the Polish or Czech cultural subject), the transition to the right phase of the relational marketing process takes place - a link is established between the cultural subject and the offer recipient (Vrontis and Yhrassou, 2007). Satisfying contacts between the cultural institution and the recipients of the cultural offer builds their trust, while attachment to the institution and gradually climbing to the top along the 'ladder of loyalty' (from the disloyal recipient to the unique, real recipient) increases. However, maintaining the relationship by re-offering the recipients with values is an indispensable condition for deepening the relationship (Anderson, 2008). In the opinion of the experts surveyed, Polish and Czech cultural entities wanting to strengthen their ties with their clients invite them to special clubs of supporters, offer them special discounts on selected products from their cultural offer, send personalized information magazines via the Internet (newsletter), which recipients can use information from about the cultural

institution itself or its offer. In addition, invitations to specific cultural events are sent by mail to the most faithful and loyal clients.

Despite the many activities of cultural organizations aimed at strengthening ties with clients, there are often situations of rejection of value on the Polish-Czech cross-border market for cultural services. Thus, the link between the cultural entity and the offer recipient is weakened or interrupted, in particular with the offer recipient from the other side of the border. Therefore, it is important to constantly monitor the course of the relationship marketing process, even if the cross-border projects are being carried out. In this respect, monitoring of the so-called critical moments, such as the rejection by Polish or Czech recipients of the values offered by the institution's culture after the completion of the project is important.

Conclusion

It would be too simplistic to think that the concept of relationship marketing can be blindly used on the cross-border market for cultural services with regard to clients from both the Polish and the Czech side, without any modifications. The in-depth individual interviews carried out in the Euroregion Beskidy region show that Polish and Czech managers of cultural institutions differ, for example, in the key instruments of the marketing mix. In their opinion, they should be of primary use at the stage of strengthening ties that combine cultural organization with Polish and Czech recipients of its offer. According to Polish experts, the key instrument for building relationships (strengthening ties) is promotion, in the opinion of Czech respondents it will not be promotion but product. Therefore, the hypothesis that the Polish and Czech managers of cultural organizations from all marketing mix instruments attribute the greatest importance to the product in the process of strengthening the links of cultural entities with Polish and Czech recipients of the cultural offer on the cross-border market of cultural services is not confirmed. Therefore, the market should balance the views on the cultural offer, including claims that it should be modified and adapted to the needs of the recipient from the neighbouring country, and the views that the cultural offer should be addressed primarily to residents of their own (national) Euroregion side and the recipient from the other side of the border should be obtained only through properly conducted promotional activities.

In this place, it must be also indicated that the obtained results of the interviews, due to the sampling method applied (in the interview, non-random sampling methods were used—targeted selection), provides knowledge about only the Polish and Czech experts opinions (supply side of cross-border market). In the future, quantitative research is planned on a large sample of Polish and Czech clients of the cross-border market of cultural services (demand side of cross border market).

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BUDOWANIE ZWIĄZKU MIĘDZY ORGANIZACJAMI KULTURALNYMI A KLIENTAMI NA RYNKU TRANSGRANICZNYM

Streszczenie: Koncepcja relacji w zakresie współpracy transgranicznej w dziedzinie kultury została uznana za bardzo ważną w globalnych dokumentach strategicznych Unii Europejskiej od ponad dwóch dekad. Coraz częściej znajduje to odzwierciedlenie w polityce kulturalnej poszczególnych państw i - co bardzo ważne - menedżerowie

kultury odpowiedzialni za kształtowanie oferty kulturalnej w euroregionach są coraz bardziej zainteresowani tą koncepcją. Pomimo coraz większej uwagi poświęcanej temu zagadnieniu zarówno wśród praktyków, jak i teoretyków zarządzania, w żadnym z tych dokumentów i innych prac nie znajdziemy treści bezpośrednio związanych z transgranicznym polsko-czeskim rynkiem usług kulturalnych. Luka ta była bezpośrednim impulsem do podjęcia badań w tej dziedzinie. W oparciu o pogłębione wywiady przeprowadzone z 50 ekspertami z polskiej i czeskiej strony Euroregionu Beskidy, możliwości adaptacji koncepcji marketingu relacji w działających organizacjach kulturalnych na polsko-czeskim transgranicznym rynku usług kulturalnych zostały uznane. Przeprowadzone badania pokazują, że polscy i czescy menedżerowie instytucji kultury różnią się pod względem kluczowych instrumentów marketingu mix. Ich zdaniem powinny one mieć podstawowe zastosowanie na etapie wzmacniania więzi, łącząc organizację kulturalną z polskimi i czeskimi odbiorcami oferty kulturalnej. Według polskich ekspertów kluczowym narzędziem budowania relacji (wzmacniania więzi) jest komunikacja marketingowa, natomiast zdaniem czeskich respondentów będą to działania związane z kształtowaniem produktu.

Słowa kluczowe: marketing relacji, organizacje kulturalne, klienci, rynek transgraniczny, Euroregion Beskidy.

构建跨境市场中文化组织与客户的关系

摘要:二十多年来,文化领域跨界合作关系的概念在欧盟全球战略文件中被认为是非常重要的。它也越来越多地反映在特定国家的文化政策中,而且非常重要。是负责塑造欧洲地区文化提供的文化管理者对这一概念越来越感兴趣。尽管从业者和管理理论家都越来越关注这一主题,但在这些文件或其他作品中,我们都找不到与波兰捷克跨境文化服务市场直接相关的内容。这一差距是在这一领域开展研究的直接动力。基于与来自波兰和捷克的EuroregionBeskidy的50位专家进行的深入访谈,可以在文化组织中运用关系营销的概念。波兰捷克跨文化服务市场得到了认可。进行的研究表明,波兰和捷克的文化机构管理者在营销组合的关键工具方面存在差异。在他们看来,他们应该在加强联系的阶段有一个主要的应用,将文化组织与波兰和捷克的文化提供者联系起来。波兰专家认为,建立关系(加强关系)的关键工具是营销传播,而捷克受访者认为这些活动与塑造产品有关。

关键词:关系营销,文化组织,客户,跨境市场, Euroregion Beskidy。