

## PROMOTION OF THE CITY AS AN ELEMENT OF TERRITORIAL MARKETING IN THE FIELD OF TOURISM

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**Purpose:** Analysis of the literature on the subject in the field of territorial marketing, promotion and communication of the local government unit with the environment. Identification of manners to promote cities based on the observation of such activities.

**Design/methodology/approach:** The article is a review of the literature on promotional activities.

**Findings:** The main problem of the work was to answer the question whether promotion plays a communicative function of territorial marketing for social development. The answer to the question is confirmative, because promotion plays one of the most important roles in the marketing activities of local government units. In the case of tourism areas, tourism promotion is of particular importance, as it is part of the economic promotion of local governments, whose task is to improve the living conditions of the local community.

**Research limitations/implications:** The text refers to a limited number of studies. The issues presented in the article require empirical confirmation on a larger number of examples.

**Practical implications:** The conducted analysis allows to conclude that the concept of managing settlement units must include promotional activities that allow the achievement of the intended strategic goals.

**Originality/value:** The conclusions presented in the paper are an extension of the threads present in the literature on the subject, indicating the mutual relations between territorial marketing and promotion for the development of tourism.

**Keywords:** tourism promotion, city marketing, territorial marketing.

**Category of the paper:** The article is a review based on the literature on the subject.

### Introduction

Tourism is an inseparable part of the global economy, it undergoes regular evolution, which is mainly caused by new expectations and requirements of tourists. Along with the development of cities and regions, tourism has become their essential element. In addition to its many functions, it interferes in many areas of the economy, allows for the display and promotion of

unique values characteristic of specific tourist reception areas. Strong competition from free market economy entities increases the marketing campaign of cities, which are important actors on the tourist market. The consequence of the competitive struggle is the high position of regions on the market of tourist services, which contributes to the increased importance of promotional activities as a way of boosting tourist traffic. Nowadays, every city, commune and even district - if they wish to develop - should conduct active marketing and promotion. It became necessary to implement the principles of marketing orientation, which in turn results in promotion activity.

## **Territorial marketing in region's development**

The subject of considerations in this paper is the city – a tourist reception area<sup>1</sup>, therefore presenting the meaning of territorial marketing by tourism regions become important. It turns out that motivating tourists solely with the tourist values of a given place is not absolute but relative; thus, it is necessary to carry out specific marketing activities by the tourist regions' authorities mainly in order to increase the number of tourists and to reduce the seasonality effect. Activities carried out by local governments aimed at achieving the given goals on the tourism market are an example of territorial marketing.

Territorial marketing was born from the general theory of marketing, at the beginning referring to activities supporting the sale of products and services. A. Szromnik (2015) defines territorial marketing as a philosophy *achieving the assumed goals by spatial settlement units in a competition for limited resources, based on the belief that the correct orientation to 'clients-partners' is decisive for the results*. In turn, T. Markowski (2006) defines territorial marketing as *a set of techniques and activities used by local communities and organizations in the process of planning a project of economic, tourist, urban, social, cultural development or an identity project*. In the broadest sense, territorial marketing means the entirety of coordinated activities of local, regional or national entities, aimed at creating processes of exchange and impact by means of recognizing, shaping and satisfying the needs and desires of residents (Frankowski, 2000).

To identify who is selling what and to whom, territorial marketing contains three levels. The first level includes a planning group that consists of initiating entities that prepare, implement and coordinate marketing activities for the entire region. The second level defines all marketing measures that are the instruments of influence of the planning group.

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<sup>1</sup> A tourist reception area (tra in short) is defined as a destination for tourist traffic and, depending on the situation, it may refer to a commune, region or country. See more [in]: E. Dziedzic, *Obszar recepcji turystycznej jako przedmiot zarządzania strategicznego, Monografie i Opracowania*, [Tourism reception area as an object of strategic management, Monographs and Studies], published by Szkoły Głównej Handlowej, Warsaw 1998, p. 9.

These include resources, conditions and features of a spatial unit that generate benefits for the interested reference groups. With regards to tourist regions, the tools for stimulating opinions, attitudes and behaviors of people and institutions are tourist values and attractions, tourist and para-tourist infrastructure, the image of the place and the hospitality of the region's residents. The last level (third one) identifies target markets by directing the offer by the planning group to the group of recipients of the marketing activities undertaken. Their main task is to shape opinions and behaviors in such a way that decisions made by market entities are favorable for a given region and provide it with a competitive advantage over other regions. Proper planning of activities at all three levels should lead on the one hand, to building a positive relationship between the local environment, including the directly interested end beneficiaries and social partners. On the other hand, by showing the material and social effects obtained in a regional, national and EU scale, lead to systematic return of the city's competitiveness and attractiveness for investors, tourists and culture-seekers.

Tourist destinations<sup>2</sup> seek to gain an advantage over their rivals in order to obtain the highest possible income from this sector of the economy. Their aspiration is to create an offer of attractive tourist products that will be more advantageous than the products of other cities, which will allow them to increase revenues. Success in the tourism market requires cities to stand out from their rivals, display and emphasize their uniqueness. In the fight for a potential tourist, cities improve their products and raise their quality.

The intention of the local government authorities of tourist regions is to develop an appropriate product that will be adjusted to the needs and expectations of buyers, and to offer it at the right time and in the right form. For that, it is necessary to define the correct target groups<sup>3</sup> to which the product will be directed. Depending on the adopted division criteria, various groups of addressees of marketing activities can be distinguished. With regard to the tourist reception area, the main groups of recipients are identified on the external and internal market.

Internal recipients, i.e. recipients located in the region, are permanent residents of the tourist region, economic entities (both entities related to tourism and para-tourism activities, as well as entities completely unrelated to tourism activity, functioning only during the tourist season), local and regional associations and organizations, local government at the appropriate level, public institutions and enterprises.

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<sup>2</sup> Destination is a term used in the context of tourism and can be defined as a mixture of individual products and experiences that, when combined, provide an overall experience in a visited area. P. Murphy, M.P. Pritchard, B. Smith, *The destination product and its impact on traveler perceptions*, Tourism Management, no. 21, 2000, p. 43-52.

<sup>3</sup> According to A. Szromnik, the target market is: "a segment or segments of the market covering a group of relatively homogeneous entities, to which the planning team addresses an appropriately composed product offer and other marketing activities in order to convince, acquire or maintain it". [in] A. Szromnik, *Marketing terytorialny. Nowe obszary i narzędzia [Territorial marketing. New areas and tools]*, published by. edu-Libri, Kraków-Legionowo, 2015, p. 61.

Another group of addressees of territorial marketing activities are external recipients which include all entities and persons from outside the area of a given unit, who may be interested in using the tourist product of a given region. The main goal of marketing activities addressed to this group of recipients is to convert potential tourists into real tourists, and in the next phase, occasional tourists into regular tourists.

Tourism is a tool which supports cities in attracting investors, stimulates economic growth, accelerates the modernization of facilities, and also contributes to changing the image of a place and strengthening its marketing potential. Local governments more and more often use the strategies of reviving urban areas through tourism. An attractive and easily accessible tourist product will attract more and more tourists. For tourist destinations, this is a great opportunity to increase income, reduce unemployment, and develop infrastructure. Proper management and use of region's resources will contribute to increasing the tourist attractiveness of a given area, increasing the number of tourists and maximize regional benefits, which in turn will result in improvement of the living conditions of the local community.

Success in the tourism market requires cities to stand out from their rivals, display and emphasize their uniqueness. Tourism competitiveness of a given place depends primarily on a properly developed tourist and sports infrastructure, natural potential, location, security, rich cultural and natural resources, as well as the ability to use them properly. The above-mentioned elements have a huge impact on the perception of the city as a tourist object that is designed to encourage and attract tourists. Responding to the needs of recipients and reading their needs skillfully are the elements that will determine whether a city - by competing with another destination, will find buyers on the market and gain their recognition.

### **City as a tourist object**

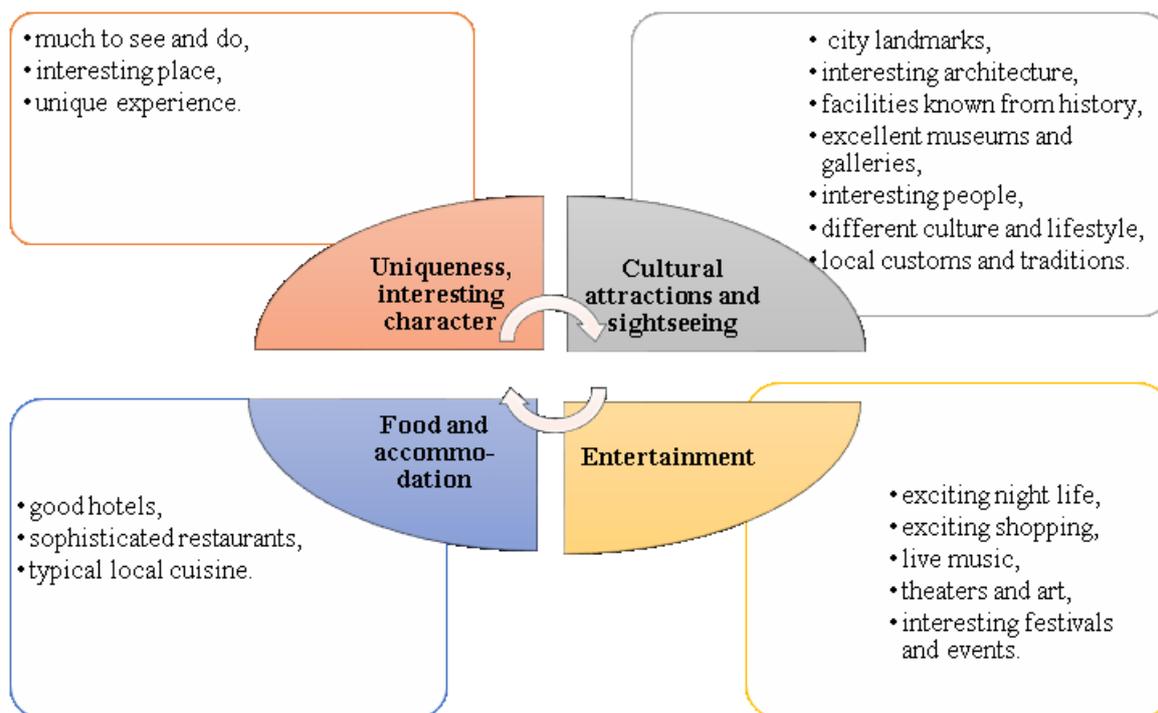
Looking at a city as a tourist object requires the definition of two key issues – the city and tourism. American urban sociologist R.E. Park wrote: “A city is more than an agglomeration of units equipped with communal goods, such as: streets, real estate, electric lighting, trams, telephones, etc. The city is also something more than a simple constellation of institutions and administrative apparatus: tribunals, hospitals, schools, police stations and offices of all kinds. The city is a state of mind, a set of customs and traditions, attitudes and sentiments, inseparable from these customs and transmitted by tradition” (Park, 1915). So comprehended and quite complex understanding of the city allows us to look at it as a product of human nature, the special feature of which is its specific "urban instinct". First of all, the city contains in its layout and image the content of its past and character (cultural content), it contains an abundance of attractions, it is a space shaped for various types of users (including tourists), it is also a specific place of various identities.

A characteristic feature of tourism development is the growing share of cities as places of concentration of tourist traffic. The changes taking place in the world (increasing wealth of societies, development of transport, freedom of travel, evolution of new technologies) have made tourism not only a global phenomenon but also an important factor of globalization.

Big cities and metropolises, which have always been a tourist destination, play an increasingly important role in this process. According to C. Law (2002), nowadays tourism has ceased to be “an essential element of the economic landscape of most cities” but it has also become a catalyst for their development and revitalization processes. The aim of stimulating tourism in the city is its social and economic development.

The essence of tourism is undoubtedly the movement of tourists to towns and regions with attractive recreational, historical or landscape values, outside their usual place of residence. C.R. Goeldner and J.R. Ritchie (2006) emphasized the essence of tourism from the point of view of its development and management in tourist reception areas (such as large cities or metropolises), defining tourism as “processes, activities, and outcomes arising from the relationships and the interactions among tourists, tourism suppliers, host governments, host communities, and surrounding environments that are involved in the attracting and hosting of visitors”. Tourism defined in this way refers to a broad approach to the tourism economy, and also emphasizes important relations between various stakeholders and the surrounding environment connected to the development of tourism.

In the city-tourism relationship, the term tourism in urban areas or urban tourism is used. According to A. Kowalczyk (2002), this concept should be understood as all forms of tourism that take place in urban areas, forms of tourism directly related to the values and development of tourist facilities of a given place, and tourism, the purpose of which is to visit and learn about a city treated as a cultural heritage and recognized as an indivisible element of tourism space. The specific features of urban tourism include short stays of guests, less pronounced seasonality compared to recreational areas, a dominant share of foreigners, relatively large tourist expenses, the existence of qualified tourist service staff and the possibility of using the existing infrastructure without the need for significant financial outlays (Baczwarow, 1999). Tourism in urban areas is a broadly understood predisposition and symptoms of tourist activity, which includes tourists, tourist values, a wide tourist and accompanying base, all economic entities involved in tourist service and institutions working for incoming tourism (Mika, 2011). Tourism in the city is complex and heterogeneous, corresponding to the wealth of motives driving the visitors. Business, cultural wealth, desire for entertainment, gastronomy, shopping, participation in events are the main motives for traveling to cities. Tourism in an urban area, taking various forms (e.g. cognitive tourism, recreational tourism, cultural tourism or health tourism), has many dimensions and is often focused on achieving many goals at the same time. The main factors attracting a modern tourist to a big city are presented in figure 1.



**Figure 1.** Factors attracting tourists to big cities. Source: M. Jansen-Verbeke, E. Lievois, *Analysing Heritage Resources for Urban Tourism in European Cities* [in:] *Contemporary Issues in Tourism Development*, collective work edited by D.G. Pearce, I.R. Butler. Routledge, London 1999, p. 88.

The factors that attract a modern tourist to a large city presented in Diagram 1 are the subject of tourist consumption. They show broadly understood recreation in free time – including cultural, sports and entertainment services that can be used by city visitors and residents. The aforementioned factors cause the city to be perceived as a tourist object with well-developed tourist expenditure, i.e. values, technical and economic infrastructure facilities, basic and supplementary devices connected functionally and spatially. Factors attracting a modern tourist to the city are very diverse and the repeated visits to cities are determined by developed cultural, commercial, gastronomic services and various types of events related to contemporary culture, entertainment, sports, etc. Cultural heritage itself, if it is not ‘surrounded’ with events and other attractive products, does not generate repeated visits.

The development of tourism in cities is primarily the consumption of city products. The manner of using the urban space depends on the motivation of tourists' visits. A city perceived as a tourist object must be characterized by a set of specific elements, which include: cultural space, entertainment space, commercial space, space for economic and religious activities, as well as sports space (Ashworth, Voogd, 1990). Only a city with such composition will be able to generate tourism in the city.

## Promotion in city marketing

The problem faced by today's tourist cities is to prepare the right message that promotes its values. The success of a territorial unit on a turbulent tourism market no longer depends on knowing the needs of buyers or offering the highest quality services or products. In the era of information hype, constant dialogue between regions and its consumers through targeted and strategically implemented promotion is essential.

Tourist promotion and its instruments are constantly evolving due to the constant changes taking place in society (the formation of new trends and lifestyle, the progress of digitization, development of technology or transport). This forces the territorial units which are implementing the promotion to recognize the current trends in the tourism market. The growing awareness of tourists and the fashion for a healthy and active lifestyle has led to the displacement of the traditional 3S motivation model (sea, sun, sand) in favor of a 3E model (entertainment, excitement, education). The place of passive rest on the beach was taken by physical activity, expanding knowledge, experiences, and active entertainment (Kruczek, 2010). Thanks to the prevailing trends, one can notice a decline in the interest in nature and culture-dependent tourism in favor of a product characterized by active participation and gaining experience in an environment saturated with culture. Based on the tourist infrastructure, the innovative role of the offer has increased, and the development of tourism has also taken place in areas which have no tourist values in their traditional sense. The modern tourism market is very competitive, which means that entities must undertake specific promotional activities, without which they would be unrecognized, due to the richness of the competitors' offers.

Tourist promotion plays one of the most important roles in the marketing activities of cities and regions. According to V.T.C. Middleton, it is the most distinct tourism marketing mix instrument (Middleton, 1996). When defining tourism promotion, it can be assumed that "it is a set of means of communication used to create knowledge, interest and a positive image of a well-known or new tourism product in order to attract tourists to it" (Rapacz, 1997). Promotion is the advertisement of the tourist goods of a place both on the external and internal market by conveying positive content. The aim of the promotional activities of local government units is to strengthen their position on the inbound tourism markets, as well as to stimulate the sale of tourist products that are offered in a given region.

The purpose of promoting the city is to provide potential tourists with information encouraging them to visit a given place. The promotional activities of cities are aimed at, among others, attracting potential investors and extending tourist seasons. Promotion serves to shape awareness of the existence of a given offer, product or service, and also provides buyers with information. It also stimulates the purchasing needs of potential buyers of products and services.

The process of communication is a composition of means with a diverse internal composition and various functions. According to M. Florek, in territorial marketing, promotion is all activities related to communication of a territorial unit with the environment, including informing about the region, convincing about its attractiveness and encouraging the purchase or consumption of territorial sub-products (Florek, 2013). Promotion of the city is a logical, coherent and comprehensive concept, implemented through various means and methods of conveying a set of information to the environment in order to inform, persuade and finalize the purchase of a territorial product. The city's promotion strategy is based on a variety of forms, techniques and measures that stimulate the decision of the city's potential buyers. The promotion of territorial units does not boil down only to informing the addressee, it also extends the knowledge about the city and its values. Providing information about the unique values and advantages of a place, cultural facilities, regional traditions and customs are a determinant of attractiveness for tourists.

Promotion should be adjusted to the goals of the territorial unit and its market situation. The aim of the promotion of territorial units is to strengthen the image and brand of the city, inform the environment about the functioning of the city, its activities, as well as emphasizing its values (Raszkowski, 2010). When defining a tourist promotion, it should be assumed that "it is a set of means of communication used to create knowledge, interest and a positive image of a well-known or new tourism product in order to attract tourists to it" (Rapacz, 1997). In modern terms, it means managing a dialogue with the market environment by establishing and maintaining partnership relations. In modern economy, it is impossible to imagine a region or city functioning without communicating with entities from the market environment. Each area of the tourist reception, wishing to exist on the market, provides information about its products and communicates with the environment.

## **Means to promote cities**

Marketing activities of cities are focused on acquiring development factors important for them. The main tool for influencing target markets is an appropriate system of communicating their values. Interesting facts about the place and obtaining information from interested persons comes down to informational co-operation with entities of the city market. Informing about the advantages of a place entails a decision on the selection of appropriate promotional instruments, which are the basis in the marketing planning process. Promotional activities of territorial units are characterized by a different scope, nature, composition and transfer techniques. Many ways and carriers of information are listed in the literature. The communication activity of cities and regions boils down mainly to informing about the features and properties of a place, which shapes repeatable messages in the recipients. Promotion of the city is a deliberate and conscious

process of presenting the resources and opportunities offered by the unit being promoted. It consists in using convincing arguments of the superiority of a specific offer over those of competitors. Promotion conducted in this way is a multidirectional and coherent activity which leads to being interested in a place, the desire to get to know it, which in turn in the recipient's mind will result in creation of a desire to visit the given location.

The turn of the last decades was an expression of changes in the field of forms, methods, techniques and means of communication (see figure 2). Andrzej Szromnik included them in a set of the following trends (Szromnik, 2015):

- from verbal promotion to image and symbolic promotion,
- from promotion focused on a single action to a comprehensive promotion,
- from ad hoc promotion to permanent promotion,
- from promotion carried out with own craftsmanship to professional promotion carried out by specialized marketing agencies,
- from general promotion to targeted promotion,
- from the promotion "what we have" to the promotion "what we make possible",
- from mass promotion to individual promotion,
- from promotion based on numbers and facts to promotion based on experiences and emotions,
- from traditional promotion to promotion using modern technologies,
- from direct promotion to indirect promotion,
- from open promotion to implicit promotion,
- from paid promotion to free or partially paid promotion,
- from implemented promotion to coordinated promotion.

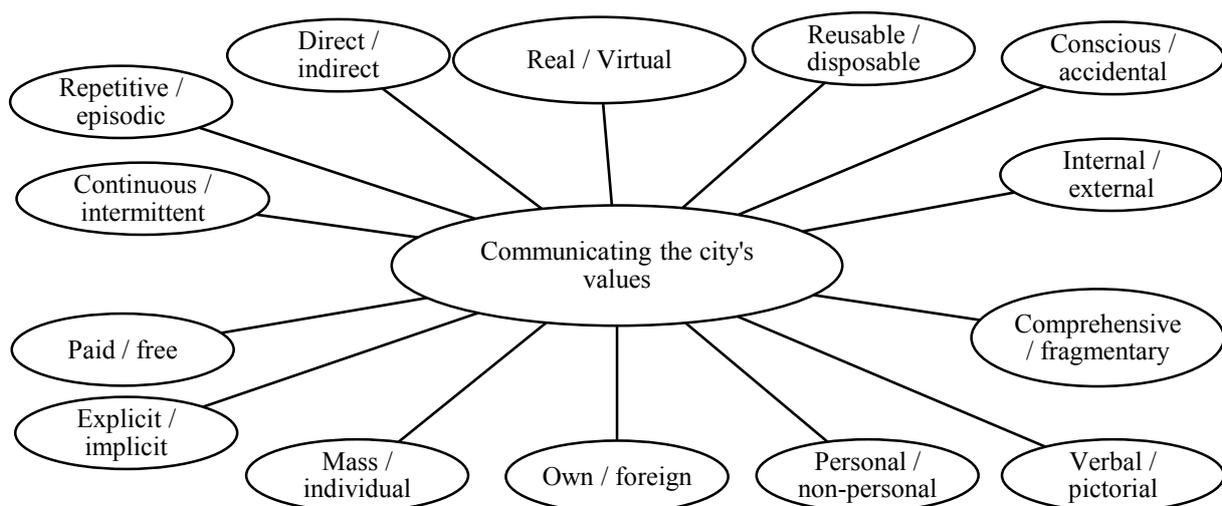


Figure 2. Taxonomy of forms of marketing communication of the city's values Source: A. Szromnik, *Marketing terytorialny. Nowe obszary i narzędzia [Territorial marketing. New areas and tools]*, published by. edu-Libri, Kraków- Legionowo 2015, pp. 101-102.

The essence of city promotion is communication with target groups, defining ways to reach them and setting adequate promotion instruments to achieve the goals. It is necessary to build a communication system between the city and its recipients for this purpose. In the literature on marketing, there is no leading criterion for the classification of promotion tools in this area, and different definitions of the internal structure of promotion by various authors make the promotion tools freely identifiable, which causes terminological disorder.

Defining promotion tools in the structure of communication processes causes many problems, especially when analyzing them. In the eighties of the last century, H. Meffert (1986) divided the structure of the marketing communication system into four instruments, such as personal communication, advertising, sales promotion, and public relations. At the same time, a slightly different nomenclature was used by P.D. Bennet (1988), dividing the communication system into advertising, sales promotion, public relations and publicity, and personal sales. In the next decade, Ph. Kotler (1994) defined the internal structure of the marketing communication system as instruments of promotion and communication, distinguishing advertising, sales promotion, public relations, personal sales and direct marketing. Two years later, M.J. Thomas (1998) called the communication system a value communication system, dividing its instruments into sales force, sales promotion and advertising. Entering the XXI century was the beginning of many changes, also in the field of marketing communication. With the development of technology, many new promotional instruments have appeared. Ph. Kotler together with K.L. Keller (2012) expanded the composition of marketing communication tools by providing the following instruments: advertising, sales promotion, event and experience marketing, public relations and publicity, direct marketing, interactive marketing, word of mouth marketing and personal sales.

In order to show the range of interpretation of the structure of the marketing communication system, I shall quote the communication-mix instruments by M. Bruhn (2013), who distinguishes 9 components, such as: advertising, sales promotion, fairs and exhibitions, direct marketing, sponsorship, social media communication, event marketing, personal communication and public relations.

The above examples show various elements of the internal structure of a marketing communication system. According to J.W. Wiktor (2013), who made an extensive comparative analysis, *isolating various elements and assigning them different conceptual content causes the emergence and operation of an concept conglomerate with a not very consistent and quite freely interpreted internal structure*. It should also be noted that with so many promotion elements there is a problem of the proportion of the use of each of the elements.

In the case of promotion of an area, place or city, an important element in the marketing planning process is the selection of appropriate promotion instruments, that is the promotion-mix. Promotion-mix instruments differ in the choice of means used, but their common goal is to attract customers to the product and make them buy it. From the point of view of promoting the city as an area tourism product, groups of instruments such as advertising, public relations with publicity, personal promotion and sales promotion are dominant. Due to the constantly

growing importance of territorial marketing, the awareness of the importance of using promotion for the development of the region will grow. An example of marketing activities with the use of promotion instruments in territorial terms is presented in the Table 1. The universal nature of the elements of the promotion instruments allows it to be used in promotional activities of many cities and territorial units.

**Table 1.**

*Examples of promotional activities in terms of territories*

Promotion instrument	Types of actions carried out by the local government units
Advertising	outdoor, press, radio, television, internet and ambient advertising.
Public relations and publicity	study tours addressed to media representatives, cyclical cooperation with the media, press conferences, implementation of a visual identification system, websites, image management through social media, videos, audiovisual materials, sponsorship, lobbying activities, tourist fairs, events, information about the region and city, newsletters, radio and TV broadcasts, press articles, cooperation with tourist organizations (including POT, LOT, ROT), charity benefits.
Sales promotion	discounts provided by local entities to tourists; contests with prizes; gadgets; souvenirs with the logo of the city, region; shows and tasting of local specialties; loyalty programs for tourists; free or subsidized training for representatives of the media, tourism industry, scientists, local community; tax relief; free training for residents; discounts on services for residents.
Personal promotion	promoting the city; informing about its tourist values (e.g. as part of the Tourist Information); promotion of the city and the region by employees of the Municipal Office outside the Office (fairs, conferences, events, outdoor events, etc.); contacts with investors; statements by public authorities; meetings with residents.

Source: own study.

The adopted composition of marketing communication tools in tourism is characterized by the presence of many types of forms that have individual features and specific applications. The presented instruments and forms of promotion used by territorial units are the basic means of communication used by local government units. Cities, wanting to be perceived as modern and developing, are looking for forms of promotion that would give them a new dimension, increase their attractiveness, credibility and, as a result, public interest.

## 6. Conclusions

The conducted analysis of the literature on the subject matter allows to conclude that promotion is an inseparable element of territorial marketing of particular importance for cities and regions. In the course of the theoretical and cognitive work carried out, it has been proved that promotion plays one of the most important roles in the marketing activities of local governments. In the case of tourism regions, tourism promotion is of particular importance, as it is part of the economic promotion of local governments, whose task is to improve the living conditions of the local community. It turns out that the city is a tourist product which, thanks to the use the right mix of instruments, can contribute to the development of the local community.

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