

## NEW PRODUCT CONCEPT DEVELOPMENT AS AN EFFECT OF REVITALIZING THE OLD MARKET IN BYDGOSZCZ

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**Purpose:** Revitalization constitutes an indispensable part of urban development. The use of this concept is thus crucial in the development and communication of new regional products. The elements of territorial marketing enable development of a new product structure – a place. The main article objective entails an attempt to define territorial marketing in the context of revitalization, i.e., as a concept of new product – place – development. Additional objectives are to indicate the impact of revitalization on the change in the surroundings of the Old Market in Bydgoszcz and to link the revitalization processes with the marketing communication of tourist activity.

**Design/methodology/approach:** The article analyses the latest scientific literature on revitalization and territorial marketing. A case study analysis was additionally carried out. Case study conducted in this article was related to the Old Market in Bydgoszcz. Market plate revitalization was analysed at first. Subsequently the authors of the article made an analysis of the Old Market's adjacent streets as well as its key objects.

**Findings:** Owing to the revitalization of the Old Market Square in Bydgoszcz, a new local product has been developed – a place of modified features and functions. The use of territorial marketing tools has helped to attract tourists and residents. The revitalization showed that the Bydgoszcz's Old Town is an attractive place for business, bringing restaurants and entertainment venues to the area.

**Practical implications:** Revitalization and its areas had a positive impact on the development of facilities located in the vicinity of the Old Market in Bydgoszcz. An important element is the skilful management of this place and its financing for further development.

**Social implications:** The key element in the revitalization of the Old Market in Bydgoszcz is the implementation of economic, cultural and social aspects. The implementation of these aspects has a positive impact on local residents and local entrepreneurs.

**Originality/value:** The results of the analysis conducted enrich the literature on revitalization and territorial marketing. Moreover, they serve as a recommendation for further quantitative research in this field.

**Keywords:** revitalization, place marketing, Bydgoszcz.

**Category of the paper:** Literature review.

## 1. Introduction

The process of revitalization has been normalized in the Polish law by the Act of 9 October 2015 (Journal of Laws 2015, item 1777). The revitalization process itself has become part of the changes in contemporary degraded cities. It very often leads to the creation of new or renovated tourist spaces. City authorities increasingly often decide to undertake actions aimed at promoting the tourist areas. The search for effective ways to reach the potential customers necessitates development of new, original products, which can be based, inter alia, on the concept of revitalization.

Each place on the tourist map of Bydgoszcz can perform many different functions for the residents and visitors. Using appropriate marketing products, it is thus worthwhile to distinguish these functions and arouse interest among the potential customers. By distinguishing a specific site, a tourist product – place – can be created. This product constitutes a specific combination of the goods and services offered in a given area.

Infrastructure improvements enable tourist services to be offered, which can include accommodation, catering or recreation. The aim of this article is therefore to determine the impact of revitalization on the change in the surroundings of the Old Market Square in Bydgoszcz. An additional objective is to link the revitalization processes with place marketing and indicate the elements that can be used for tourist promotion of the Old Market Square in Bydgoszcz. The analysis is based on a review of the literature on marketing and revitalization as well as on the results of urban space observation.

## 2. Territorial marketing as an element of territorial unit management strategy

Territorial marketing, which in the literature on the subject is often referred to as ‘place marketing’, has been one of the fastest growing areas of marketing in recent years. Precise definition of the notion of place marketing can pose problems, however. Because it is a soft concept, it has not been defined by law. Nevertheless, it can be inscribed into the issue of territorial unit management, as one of the strategy elements. Place marketing is a constantly developing concept and can take different territorial forms, which makes indication of a homogeneous definition a difficult task. Attempts to define the concept in question can, nevertheless, be found in the national and world literature (Deluga, 2012; Widomski, 2019).

Place marketing is defined as the entirety of the activity undertaken by local, regional and national entities which aim to create exchange and impact processes, by recognizing and satisfying the needs and desires of the local community (Szromnik, 2016).

Polish literature on the subject often refers to the term 'place marketing' as a market concept of territorial unit management. Both anticipation of changes as well as skillful use of the resources at hand constitute quite an important element (Lewicki, 2017).

Other authors believe that place marketing can be identified with city marketing, as an element in a system of goods exchange, and meeting the changing resident needs, within a city and its immediate surroundings (Chotkowski, Deluga, 2008).

I.P. Rumpel and T. Siwek, in turn, define place marketing as institutional strengthening of the information flow between the resident and tourist demand and the supply, which is represented by the city authorities (Rumpel, Siwek, 2008).

It is worth noting that all these definitions of place marketing have one common element, i.e., the emphasis on meeting the resident needs first, and those of the tourists and investors, to whom the offer is addressed, at a later stage.

Place marketing is also defined as the marketing activities implemented as part of particular place management. It should therefore serve as one of the primary factors in the strategic planning of a given place's policies, including economic development policy. Through strategic planning of a place, unique selling propositions can be created. This concept allows only those places that can shape the attractiveness of a given area to be exposed in the marketing activities adopted (Knapik, 2009; Metaxas, 2009).

It should be noted that place marketing is carried out by multiple entities. These entities can comprise, *inter alia*, local government units, including local authorities and administration employees. One of the important marketing implementation elements is the local society and organizations. The activities undertaken as part of place marketing are intended to serve the economic, urban, tourist, social and cultural development of both the city and the entire region (Kalinowska-Żeleźnik, Sidorkiewicz, 2015; Gabryšová, Ciechomski, 2021).

Territorial marketing today is becoming one of the key elements in the development of contemporary local space. It constitutes one of the most recognized, at the same time the most effective, tourist product communication tools. Place marketing is therefore used by local authorities to promote a given area not only among the tourists, but among the residents as well. The marketing tools used by local authorities are designed to support socio-economic activation, the effects of which are felt by the residents and tourists (Marak, 2004; Dziechciarz, 2021; Andruszkiewicz, Schulz, Skorupa, 2021).

Place marketing is primarily used to create a positive image of a given city. From the residents' perspective, the main task of place marketing is to attract potential investors, so that new jobs can be created, which in turn results in an overall increase in the resident satisfaction and encourages others to move to that particular place. By properly targeting the place marketing tool, city authorities can attract a specific group of people, including, *inter alia*: students, various types of skilled professionals (Zdon-Korzeniowska, 2011; Kęprowska, 2021).

As mentioned earlier, place marketing refers to the positive creation of a given space's image. Owing to intensive and consistent outward promotion, it is possible to attract potential tourists. As such, one important aspect entails each territorial unit's formation of a useful set of marketing tools (also known as the marketing-mix). Both European as well as world literature, propose many marketing-mix sets for territorial units. One of the most widely used forms of marketing is the '4P' model, according to which, the behavior of potential customers can be influenced through: product, price, place and promotion (Zdon-Korzeniowska, 2011).

### **3. Revitalization as a process of developing a new product – a place**

Attempts to define the term 'revitalization' emerged as early as in the first half of the 19<sup>th</sup> century, in the United States. The term itself can be used in many disciplines, e.g., architecture, urban planning, economics or management (Dziechciarz, 2021).

Currently, many scholarly studies exist, which have attempted to bring the essence of revitalization closer to understanding. In Poland, the overarching document dealing with revitalization is the Act on Revitalization, adopted on the 9<sup>th</sup> of October 2015 (Journal of Laws 2015, item 1777). According to the provisions of the Act, revitalization "is a process of leading out of a state of degraded area crisis, carried out in a comprehensive manner, through integrated actions undertaken for the benefit of the local community, space, and economy, which are territorially focused and carried out by revitalization stakeholders on the basis of a communal revitalization program" [translated from the original wording in Polish] (Journal of Laws 2015 item 1777, 2015).

The Act of 9 October 2015 on revitalization contains provisions concerning, inter alia, the principles and procedures for preparation, conduct and evaluation of revitalization. One important element related to the revitalization process is public participation (Journal of Laws 2015 item 1777, 2015).

Social participation is the citizens' participation in the decision making significantly related to the functioning of their communities. In Poland, social participation is used quite rarely, and if it is used at all, it mainly concerns the elements of spatial management, i.e., architecture, urban planning, spatial planning, nature conservation, preservation of monuments (Pawłowska, 2012; Leśniewska-Napierała, 2019; Koliński, Nowak, 2021).

According to the Revitalization Act, social participation primarily includes the preparation, conduct and evaluation of revitalization, in a way that ensures active participation of the stakeholders, i.e., the local community. Active stakeholder participation can occur through, inter alia, participation in public consultations (Dz.U. 2015 item 1777, 2015; Pawłowska, Staniewska, Konopacki, 2012).

In the opinion of many authors, revitalization in Poland is lagging behind other Western European countries. This mainly concerns cities. This phenomenon enables the city managers initiating revitalization to benefit from foreign experience (Masierek, 2020; Lorens, Martyniuk-Pęczek, 2010). The idea of revitalization is to preserve the cultural heritage, i.e., the architectural values of a city, which are characteristic for the city, the region, the country (Lechman, 2007).

One of the primary tasks of revitalization is to change the urban aesthetics while maintaining spatial order. Additionally, revitalization investments enable socio-economic revitalization and restoration of the lost value of neglected properties. These goals are the ones most commonly set by local revitalization programs (Dziworska and Górczyńska, 2018).

Many authors of scientific publications believe that revitalization is a process of planning the activities initiated by local entities based on a comprehensive diagnosis and assessment of the local entities' development and the state of the resources possessed. This process is meant to lead to local community development and improvement of a given city's functioning in the regional, national or global environment (Farelnik, 2015; Masierek, 2020; Kopeć, 2010; Przywojska, 2017; Dziworska, Górczyńska, 2018).

Revitalization can therefore be viewed as one of the elements territorial of marketing – as a promotional tool. Promotional tools can include, inter alia, various types of mass events, organized in the Old Market Square in Bydgoszcz in order to affect the external and internal environment. In the case of the Old Market Square in Bydgoszcz, the internal environment primarily includes the city residents, the local mass media, the various opinion leaders and local entrepreneurs, whereas the external environment can primarily include the tourists, the potential investors, and the local authorities. The main task of the Old Market Square in Bydgoszcz revitalization primarily entails consolidation of the positive relationships existing between the immediate environment and the residents/tourists. The link between revitalization and territorial marketing enables the region to be distinguished from others (Dziechciarz, 2021).

#### **4. Financial aspects of revitalization**

European funds have played an important role in the revitalization process financing in recent years. In the years 2007-2013, revitalization was most commonly identified with various types of renovation, adaptation and modernization. Despite the change in the perception of revitalization processes in the European Union, the EU funds were spent based on a narrow understanding of revitalization (Ślebocka, Tylman, 2016).

According to the report "Study on the management system and the implementation of revitalization processes in Poland"<sup>1</sup>, prepared by the Institute of Urban and Regional

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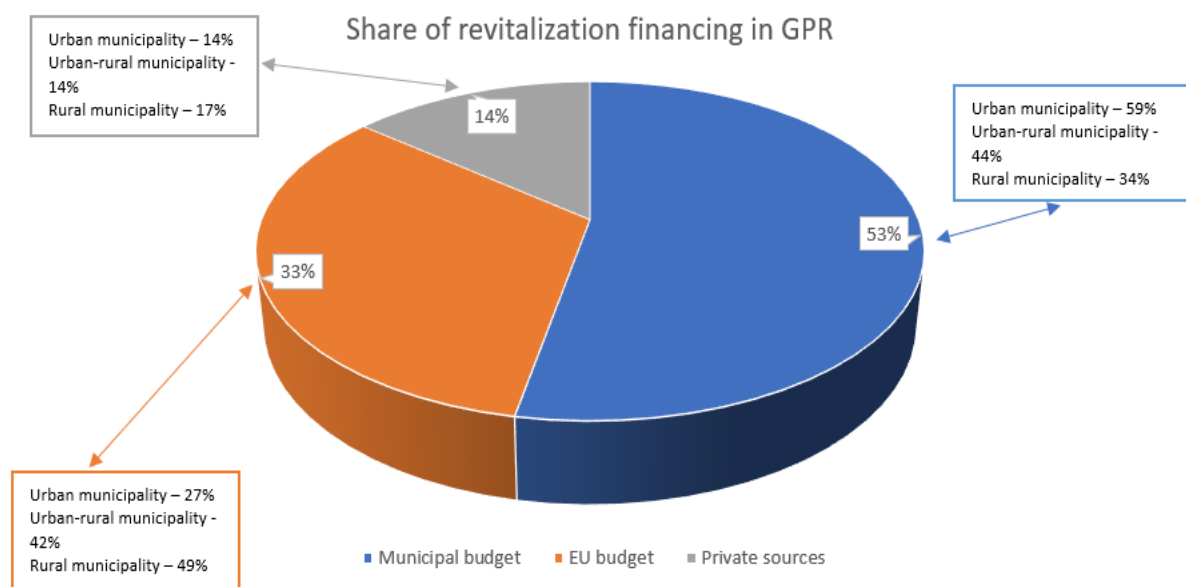
<sup>1</sup> For linguistic purposes, the title has been translated from the original in Polish "Badanie systemu zarządzania i wdrażania procesów rewitalizacji w Polsce".

Development and ECORYS Sp. z o.o. for the Ministry of Development Funds and Regional Policy, the sources of revitalization financing were diverse and heterogeneous. The combination of available financing sources therefore constitutes an important element. As per the report, the types of revitalization financing differed, depending on the type of the program implemented. In the Municipal Revitalization Program (MRP), the funding from the European Union was planned at a lower level than in other revitalization and local revitalization programs (RP/LRP) (Jadach-Sepiolo, 2020).

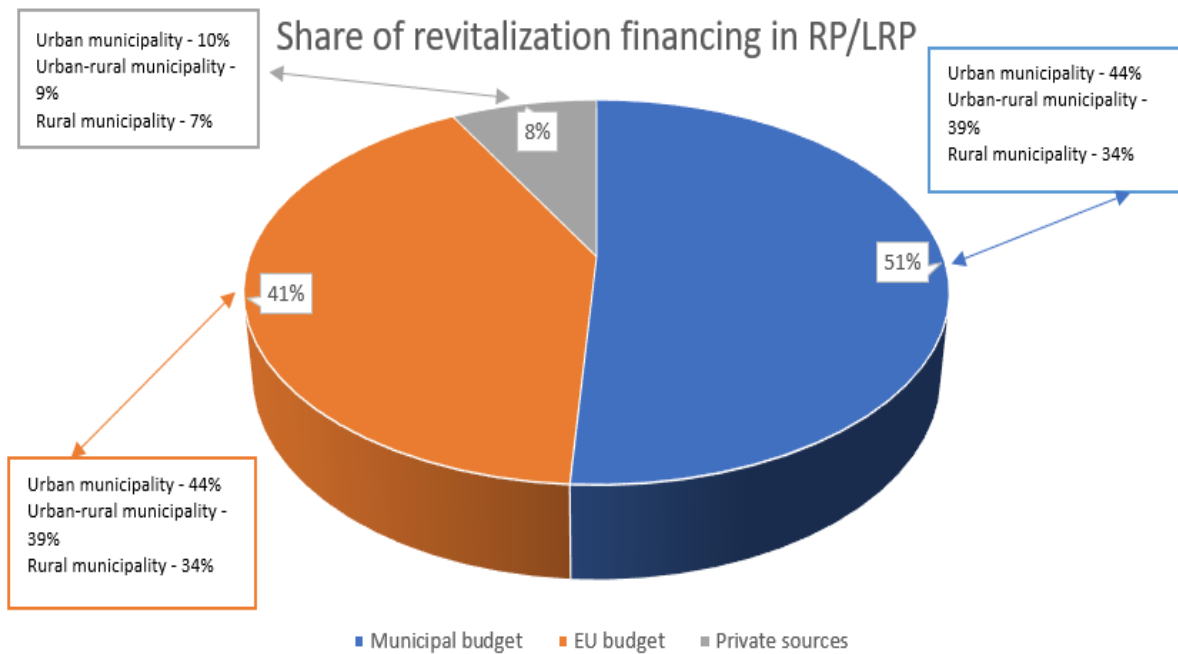
The Municipal Revitalization Program is a revitalization program prepared and adopted on the basis of Article 14 of the Act on Revitalization. The Revitalization Program (RP/LRP) is a multi-year revitalization program adopted pursuant to Article 18 item 2 point 6 of the Act on Municipal Local-Government, prepared based on the revitalization guidelines contained in the Operational Program 2014-2020 (Journal of Laws 2015, item 1777, 2015).

According to the report, the share of municipal funds in the Municipal Revitalization Program financing was 53%. In other revitalization programs, EU funding prevailed, accounting for 51%. As per the report, 59% of urban municipalities benefited from municipal budget financing, 14% of urban-rural municipalities benefited from private sources of financing, and 49% of rural municipalities benefited from the EU budget financing. Detailed data is shown in Figure 1.

Figure 2 shows the share of RP/LRP revitalization funding sources. The biggest share of financing was the municipal budget. The share of EU budget financing increased by 8%, compared to share of financing in MRP.



**Figure 1.** Share of financing sources in MRP revitalization. Own elaboration based on the "Badanie systemu zarządzania i wdrażania procesów rewitalizacji w Polsce [Study on the management system and the implementation of revitalization processes in Poland]" report, A. Jadach-Sepiolo, Institute of Urban and Regional Development, ECORYS Sp. z o.o., 2020, accessed: 22.11.2021.



**Figure 2.** Share of financing sources in RP/LRP revitalization. Own elaboration based on the "Badanie systemu zarządzania i wdrażania procesów rewitalizacji w Polsce [Study on the management system and the implementation of revitalization processes in Poland]" report, A. Jadach-Sepiolo, Institute for Urban and Regional Development, ECORYS Sp. z o.o., 2020, accessed: 22.11.2021.

Private resources include, inter alia: loans and bank guarantees, leasing or private sector investments, as well as activities undertaken under public-private partnerships. Public funds include all kinds of financial instruments that are created by the local government. Public funds additionally include those funds which can be influenced by local governments, such as: rents, municipal bonds, loans, credits or funds of non-returnable character, i.e., taxes and betterment levies. The European Union resources allocated for revitalization include resources from the structural and investment funds: European Regional Development Fund, European Social Fund and Cohesion Fund (Gralak, 2010).

Revitalization of the Old Market Square in Bydgoszcz took place as part of the Old Market Square Socioeconomic Revitalization project, which was a continuation of the project included in the LPR Revitalization of the Old Market Square with its adjacent streets and the Mostowa Street with the Sulimy-Kamińskiego Bridge communication path. The projects were financed via various sources, including the EU funds (European Social Fund and European Regional Development Fund), the City of Bydgoszcz budget, and private funds (Resolution No. IV/12/18 of the Bydgoszcz City Council, 2018).

## 5. The concept of Old Market Square revitalization

Most of the buildings in Bydgoszcz date back to the 19<sup>th</sup> and 20<sup>th</sup> centuries, yet, the city has retained the plan of an old-town complex - a chessboard of streets separates a grid of plots. Owing to this clear spatial layout within the limits of the former medieval wall of Bydgoszcz, the Old Market Square has been listed in the register of historical monuments. It was placed under conservation protection as early as in 1984. In 1992, however, the Bydgoszcz City Council adopted a resolution recognizing the need to protect the cultural landscape of the city within the boundaries of 1939, with particular emphasis on the Old Market Square. It was therefore considered appropriate to implement a project of revitalizing the Old Market Square and the adjacent streets, since already in 2010, these areas were characterized by high degradation (the last renovation of the Old Market Square was carried out in the 1970s due to the removal of the railroad tracks running through the market area). The revitalization planned was to improve the spatial order and the aesthetics of the place. Other objectives were as follows (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010):

- reversing the negative image of the degraded areas and activity zones,
- strengthening the local residents' identity,
- stimulation of local community activity,
- counteracting the phenomena of exclusion and social pathology,
- increased interest in the city center as a place to live and conduct business,
- increasing the city's touristic attractiveness,
- restoration of touristic values.

Revitalization of the Old Market Square consisted in the development of public space on the market plate and the adjacent streets. They are located inside the central area of the Old Market Square, constituting, together with its plate and the foreground in front of the City Hall building, the Bydgoszcz's public city square area, including the following streets: Farna, Niedźwiedzia, Jana Kazimierza, Batorego, Kręta, Mostowa, Magdzińskiego (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010; Bydgoszcz under construction, 2018).

The Old Market Square revitalization was planned already in 2010, i.e., on the 26<sup>th</sup> of May 2010 to be exact., the Bydgoszcz City Council enacted Resolution No. LXVI/1018/10 amending the Resolution on Local Revitalization Program for the City of Bydgoszcz for 2007-2015. The project was named: "Revitalization of the Old Market together with the adjacent streets and Mostowa Street together with the Sulimy-Kamińskiego Bridge traffic route"<sup>2</sup>. The first stage of implementation involved preparation of proper project documentation, including the cost estimate of the undertaking. A project feasibility study and transport concept analyses, including traffic measurements, were carried out as well. The construction works were

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<sup>2</sup> For linguistic purposes, the title has been translated from the original in Polish "Rewitalizacja Starego Rynku wraz z przyległymi ulicami oraz ul. Mostowej wraz z ciągiem komunikacyjnym mostu Sulimy-Kamińskiego".



commenced in the second stage of the Old Market Square revitalization, including the road works, sewage works, street lighting and electrical works. It turned out necessary to develop proper traffic organization and road surface drainage within the construction work areas. The third and final stage involved promotion of the project (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010).

Figure 1 shows several-days-long Old Market Square revitalization works in progress. The work on the plate of the market square started on 25.06.2018. First, the works were targeted at removing the old pavement with numerous holes as well as at moving the Monument of Struggle and Martyrdom of the Bydgoszcz Land, visible in its original location in the photograph below (figure 1) (Bydgoszcz w Budowie, 2019).



**Figure 1.** Revitalization works on the Old Market Square in Bydgoszcz. Source: Bydgoszcz w Budowie [Bydgoszcz under construction – Old Market Square] website, Beginning of revitalization, 22.10.2021.

First, the contractor carried out work in the central part of the market square plate, so as to move closer to the buildings only after the summer season, in order to respect the restaurants' use of the outdoor dining areas. In addition the Old Market Square cleaning up and the surface leveling and replacing, a decision was made to permanently remove car traffic from the area (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010).

Such a decision resulted from the numerous reports submitted by the residents, for whom the vehicles caused a nuisance in the Old Town of Bydgoszcz landscape. Fixed hours were established for possible deliveries to the entrepreneurs running their businesses in the Old Market Square. For this purpose, but also for law enforcement and rescue services, a roadway was designated, accented with paving brick. It is a material adapted to carry heavy loads and, more importantly, to depict the historic character of the place. It was necessary to preserve the linear paving within the Old Town was necessary, due to the conservation guidelines and the master plan for the area. It was also planned to increase the amount of greenery, to mark the location of the former town hall, and place a fountain in the area of the non-existing western frontage of the market square, which had been demolished in 1939 by the

Germans occupying the town at the time. A Jesuit church as well as the Monument of Struggle and Martyrdom, which was moved, had once been located there. The fountain, however, turned out an impossible project, due to the lack of consent on the part of the monument conservator, as it could possibly damage the foundations of the frontage. Ideas also emerged to create underground routes among the ruins or to expose them under a glass structure. The foundations of the old buildings are too shallow to make these proposals feasible, however. The 18<sup>th</sup> meridian running through the square was additionally exposed using lighting. A clock showing the local time, 12 minutes different from the official time, was also planned. On the southern frontage of the square, at the entrance to the library, there is a fountain of children playing with a goose. The fountain, as well as the monument mentioned, received illumination (Official Service of Bydgoszcz, 2019).

The table below (Table 1) shows the changes implemented during the Old Market Square revitalization.

**Table 1.**

*Comparison of the Old Market Square before and after revitalization*

Prior to revitalization	Post-revitalization
Row paving, numerous holes, unevenness, steps, curbs	Replacement of the surface, large granite slabs, a separate lane of the road made of linear cube (conservation guidelines), no steps, no curbs, but a large gutter around the slab
Lighting lamp in the middle of the square	The lamp was removed; apart from that, the lighting system was thoroughly replaced, streetlamps were placed on the periphery, Kupffender's fountain (children playing with the goose) and the monument received illumination
-	A line showing the 18th meridian, illuminated by a LED light source, made of brass elements
-	The Monument of Struggle and Martyrdom of Bydgoszcz Land was moved a few meters, receiving a new plinth and illumination
Car traffic in the Old Market Square area	Entry to the Old Town area is allowed only to law enforcement and rescue services, and to suppliers of goods in specific hours (between 1:00 a.m. and 8:00 a.m.)
-	The outline of the former town hall has appeared, delineated by darker panels
-	Nozzles releasing water mist were installed on the west frontage (because of the shallow foundations, the monument conservator did not allow a fountain)
Varying patio table umbrellas at nearby restaurants	Unification of the patio table umbrella color and shape; the premises differ in fencing and chairs; a ban on beach sand in the outdoor dining areas

Source: own elaboration based on the article "Stary Rynek. Koniec remontu [Old market Square. End of renovation]" published at: [www.bydgoszczwbudowie.pl](http://www.bydgoszczwbudowie.pl), 22.10.2021.

Figure 2 shows the final effect of the revitalization works carried out on the Old Market Square in Bydgoszcz. The total cost of the project amounted to 14.3 million PLN. The Old Market Square revitalization project was co-financed by the European Regional Development Fund under the Regional Operational Program of the Kujawsko-Pomorskie Voivodeship for 2014-2020 (Official website of the city of Bydgoszcz, 2019).



**Figure 2.** View of the Old Market Square after revitalization. Source: [www.bydgoszczwbudowie.pl](http://www.bydgoszczwbudowie.pl), 21.10.2021.

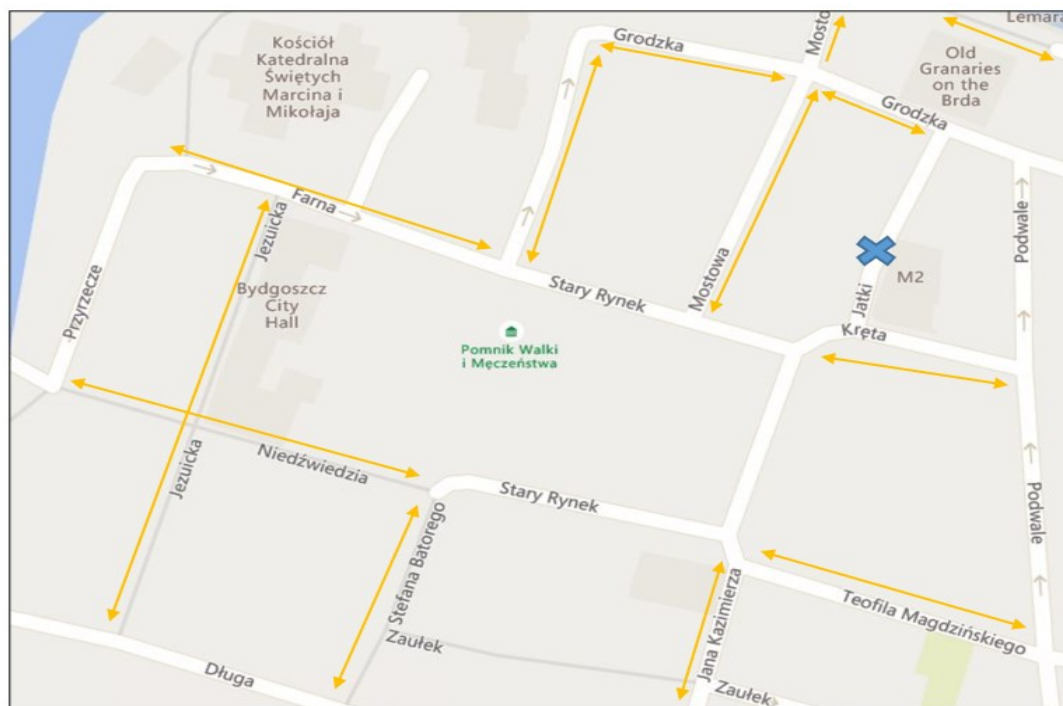
During the grand opening of the revitalized Old Market Square, which took place on the 28-29 June 2019, concerts, cabaret and music performances, competitions and attractions for children were organized, which marked the beginning of the stage of the last revitalization work planned, i.e., promotion of the site (Official Site of Bydgoszcz, 2019).

The area revitalized amounted to 0.75 ha. Owing to the revitalization, the Old Market Square has gained uniformity and coherence, incorporating reference to the history of the place and its geographical location. As such, the cultural and identity value of the city has unquestionably increased (Official site of Bydgoszcz, 2019).

## 6. Changes in the Old Market Square surroundings

The Old Market Square is an old marketplace, a space in the city where people gathered to trade, buy and sell. Such places were the centers of public life, around which infrastructure was developed, and cities were formed. Markets used to bustle with noise, variety, and chaos. They transformed with time, depending on the development of trade, the socio-economic changes, and the historical events. After the political transformation which took place at the end of the 20<sup>th</sup> century, the importance of markets began to decrease dramatically, due to the development of other built-up commercial structures, and further on, the emergence of shopping malls which are very common today. They have taken over the role of markets and became the 'heart' of the city. They provide a more secure and comfortable space for customers and are therefore more willingly chosen by them. As a result of such progressive development, the former market squares changed their function and mainly became a representative place of the city. The trade from the former 'marketplace' has also been moved to the premises around the old market square and thus they have great influence on the competitiveness of this place. For this reason, other authors also decided to analyze the Old Market Square surroundings (Pasiut, 2012; Kuc-Słuszniak, 2008).

Work on the revitalization of the streets adjacent to the market began in 2014 and was divided into four stages. Adequate stormwater drainage and surface drainage were constructed. In addition, new street lighting was installed, and the necessary electrical work was done. New teletechnical channels and water mains were laid. Taking advantage of the situation, meaning the fact that the streets were dug up, the network managers reconstructed their installations, e.g., the heat pipeline along the Mostowa Street and the Ku Młyny Street was renovated. In the very end of the revitalization, work was carried out on laying the roadway with inline stone paving and granite sidewalks with stone curbs. With the exception of the Trybunalska Street, the remaining streets under renovation were given the status of pedestrian streets. The revitalized streets are marked (orange arrows) on the plan of the Old Town surroundings shown in Figure 3. In addition to the streets, the following bridges were renovated: Sulimy-Kumińskiego, Ku Młynom, Tamka (Zarząd Dróg Miejskich i Komunikacji Publicznej in Bydgoszcz Municipal Roads and Public Transport Authority in Bydgoszcz, 2014).



**Figure 3.** Plan of the Old Market Square and its surroundings with revitalized streets designation. Source: own elaboration using Microsoft Bing, 22.10.2021.

The aforementioned resolution of the Bydgoszcz City Council of 26 May 2010, (Resolution no. LXVI/1018/10) included, inter alia, a decision to implement a project of the Jatki Street redevelopment, which began with the demolition of the KASKADA restaurant. The location of this area is indicated in Figure 3 with a blue 'x' mark. The project was named: "Demolition of the KASKADA restaurant under the project of cleaning up the center of the city of Bydgoszcz in order to proceed with the restoration of the historic downtown buildings"<sup>3</sup>. In the context of

<sup>3</sup> For linguistic purposes, the title has been translated from the original in Polish "Rozbiórka restauracji „KASKADA” w ramach projektu porządkowania centrum miasta Bydgoszczy w celu przystąpienia do odtworzenia historycznej zabudowy średniejskiej”.

the Old Market Square revitalization, it was a very important undertaking. The object mentioned had been closed, and being located in an area adjacent to the Old Market Square, it disfigured the downtown landscape (figure 4). The catering complex had been operating since 1969 and occupied 7019 m<sup>3</sup> (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010).

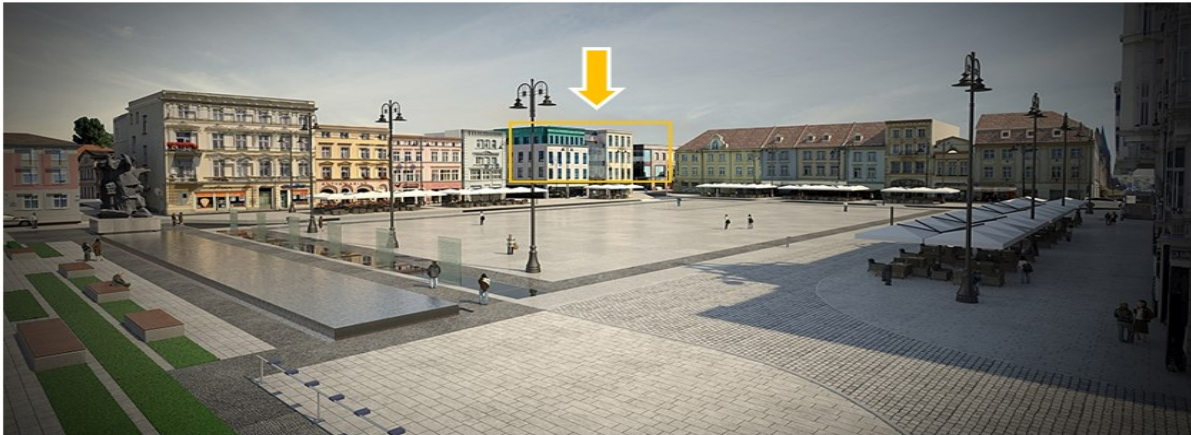


**Figure 4.** The KASKADA restaurant adjacent to the Old Market Square. Source: <https://en.m.wikipedia.org/>, 23.10.2021.

The demolition and deconstruction of the building in question took place between 2010 and 2011. The project placed special emphasis on "the possible mechanical hazards as well as the spread of dust and the possible hazardous substances within the area of the work conducted, in order to comply with all the environmental criteria" [translated from the original in Polish] (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010).

In place of the demolished restaurant, one applicant (Cukiernia Sowa Sp. j.) reconstructed the historic buildings of the Mostowa Street and the Jatki Street. This improved the perception of the city center in the spatial, social, and economic spheres. New jobs were created involving new social and economic functions, one of the aims of which was to increase the tourist attractiveness of the city of Bydgoszcz. The demolished restaurant was replaced by a hotel, a parking lot, and commercial premises. The entire building has been architecturally integrated into its surroundings and today it harmoniously matches the history of the place. This resulted in an object that has economically revitalized the location and restored its former functions. The managing entity was Cukiernia Sowa Sp. j. The total cost of the project amounted to 246 672.82 PLN, the majority of which was covered by the beneficiary (Cukiernia Sowa Sp. j.) from its own resources – PLN 171 677.32, while the remaining amount, i.e., PLN 74 995.50 was obtained from the Regional Operational Program of Kujawsko-Pomorskie Voivodship – European Regional Development Fund, as part of the "Degraded city districts revitalization" program. Figure 5 shows the location of the investment discussed. The yellow arrow indicates the location of the demolished KASKADA restaurant. The view from the other end of the revitalized Old Market Square illustrates the coherence, elegance, and modernity of the buildings erected in the place of the former restaurant. Figure 6 presents the reconstructed Jatki

Street. Currently, it is one of the most atmospheric streets in Bydgoszcz, full of exquisite restaurants (Resolution No. LXVI/1018/10 of the Bydgoszcz City Council, 2010).



**Figure 5.** View of the Old Market Square with the location of new buildings erected in place of the demolished KASKADA restaurant. Source: own elaboration using the graphics from [www.bydgoszcz.pl](http://www.bydgoszcz.pl), 23.10.2021.

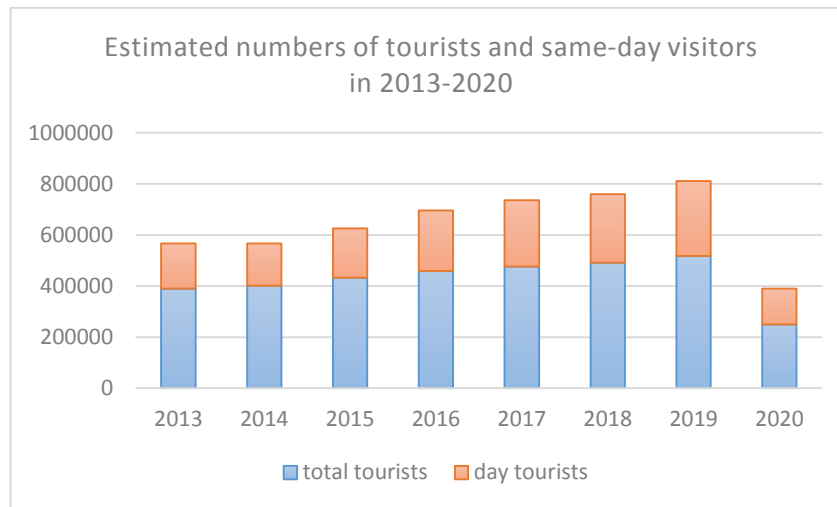


**Figure 6.** Reconstructed Jatki Street in Bydgoszcz. Source: [www.my-tuitam.pl](http://www.my-tuitam.pl), 24.10.2021.

The Old Market Square revitalization carried out in 2019 resulted in an immediate harmonization of the market square plate, streets and buildings. Owing to the consistency, the old-town style and the high aesthetics and usability of the buildings, the Old Market Square in Bydgoszcz has gained a new look, becoming a great place for recreation for both the residents and the increasingly numerous tourists.

Surrounding the Old Market are many restaurants, cafes, pastry shops, a bakery, but also pubs and music clubs. In addition, there are grocery stores and branch stores, as well as a bank head office. All the premises harmoniously fit into the historic location of the Old Town. Owing to that, the ‘showpiece of the city’, i.e., the Old Market Square, vibrates with life and is filled with bustle, laughter and joy of the visitors. From year to year, an increase in the number of tourists is recorded in Bydgoszcz. The only exception was the year 2020, when due to the pandemic caused by the SARS-CoV-2 virus, the government imposed restrictions on, inter alia,

hotels and catering facility functionality, as well as limited the rules for gathering. Figure 7 shows estimated numbers of Bydgoszcz tourists and one-day visitors for the years 2013-2020.



**Figure 7.** Estimated number of tourists in Bydgoszcz between 2013 and 2020. Source: own elaboration based on data from the Central Statistical Office, 24.10.2021.

## 7. Conclusion

For the purpose of this article, the literature on revitalization and place marketing was reviewed. An attempt was made to find a common element in the definitions of the essence of revitalization and place marketing. The rough definitions of revitalization show that this process is to first of all serve the local communities. It should also be noted that the process is meant to influence the preservation of the cultural heritage of a city or region. Owing to the combination of the revitalization process with the components of place marketing, it is possible to indicate the elements to be used by the Bydgoszcz authorities when promoting the Old Market Square. Such an element is, *inter alia*, a product – a place.

One of the key elements that should be emphasized when promoting the Bydgoszcz Old Market Square is the cultural heritage preservation during the revitalization processes. The revitalization processes implemented, although numerous and varied, were designed to improve the technical condition and raise the aesthetic value of not only the Old Market Square, but also the historic buildings located in the immediate vicinity. The mixing of history, industry and environmental protection provided an opportunity to combine public and private facilities. Owing to this combination, a business partnership has been created between the objects of the Bydgoszcz Old Market Square and the numerous infrastructure objects around the Old Market Square in Bydgoszcz. Such partnership has resulted, *inter alia*, in improved functioning of the local community and the local economy, but primarily, in the promotion of the Bydgoszcz Old Market Square. One positive premise for such partnership is the possibility of creating

competitive advantage for the tourist region and development of the enterprises cooperating within such a network.

One of the best ways to create and implement a new product – a place – is revitalization. This process allowed new areas of tourist activity in the Old Market Square in Bydgoszcz to be identified, which, owing to the use of marketing tools, can bring economic, social or business benefits to the local community, but also to the tourists visiting the place.

The revitalization of the Old Market Square in Bydgoszcz and the development of urban infrastructure and various tourist facilities and services enabled many initiatives to be undertaken, so as to attract potential tourists. These initiatives include various cyclical events, such as: the Christmas Market in the winter, percussion art exhibitions - DRUMS FUSION, or Music in the City Center in the summer. Organization of such events contributes to the increased recognition of the Old Market Square in Bydgoszcz.

The revitalization also resulted in increased tourist traffic within the Old Market Square and the renovated streets adjacent to it. The revitalized Old Town turned out to be a very appealing place for business, attracting numerous catering and entertainment establishments. As the offer of the service establishments located at and near the Old Market Square increased, so did the inflow of tourists to the area.

The Old Market Square revitalization was carried out in accordance with the ideas of place marketing. Numerous social consultations, organized at various stages of the project, allowed the needs of the city residents to be met more precisely. The transformation of the Old Town, from a degraded area that did not fulfill its social and tourist functions, was undoubtedly a breakthrough moment for the city of Bydgoszcz. The success of place marketing is very complex, dependent on many factors, entities, and is additionally measured by the level of various social groups' satisfaction. Nonetheless, the development of the Old Town as a meeting place with many great venues, charming streets, and attractive architecture, in just a few years, should be considered a success, built on planning, hearing the community, respecting the cultural and historical values, and taking the voice of the entrepreneurs conducting business in the Old Market Square into account.

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