

## METHODS OF PROMOTING POST-INDUSTRIAL SITES ON THE EXAMPLE OF THE INDUSTRIAL MONUMENTS ROUTE IN THE SILESIAN VOIVODESHIP

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**Abstract:** The analysis, which was carried out during the preparation of the article, shows that 88% of entities on the Industrial Monuments Route of the Silesian Voivodeship use the communication potential of social media to inform about their activities and to advertise the tourist offer. On the other hand, all facilities can be identified by users through web presentations (websites). Communication in cyberspace is accompanied by promotion in the mass media and by a wide range of attractive events. This proves that the managers of sites located on the tourist and cultural route of the industrial heritage of the Silesian Voivodeship use coherent promotional activities.

**Keywords:** Promotion, post-industrial tourism, post-industrial sites/facilities, revitalisation, post-industrial areas.

### Introduction

The purpose of this article is to establish whether the authorising officers use modern communication solutions in order to publish information about a touristic product, which is available to the public as post-industrial monuments. The essential field of research encompasses sites included in the Industrial Monuments Route in the Silesian Voivodeship. Establishing the level in which modern communication with recipients is used should indicate the quality of marketing operations, which are significant factors influencing the success of the project, i.e. revitalisation of post-industrial buildings and using them for touristic purposes. What is more, the collected data has been compared with the research results presented by the National Institute for Museums and Public Collections.

## **1. Post-industrial monuments. Heterogeneous perception and diverse categorisation**

The systemic transformation changed the political, social and economic situation of the country. The industrial plants, which had existed for decades, were not able to exist in current market conditions. This was the result of the fact that industrial plants did not comply with viability requirements, ecological regulations and marketing rules. What is more, they struggled to compete in a highly competitive market. The liquidation of a company was quite often caused by strategies of modernising the economy, which meant the resignation of the obsolete methods of raw materials acquisition or outdated product manufacturing. This resulted in a significant number of post-industrial buildings left after the manufacturing and services stopped, as well as after the termination of mines and decommissioning of steelworks. In some regions of Poland, like Upper Silesia, it posed a serious threat and a big chance at the same time. The adaptation and use of infrastructure for purposes other than production provided an opportunity for economic recovery. It was also an example of the theory that revitalisation helps to preserve and store the memories of who we are and who were those who lived here before us. Many cities are often more attractive symbolically than formally' (Dziworska, Górczyńska, 2018), and even though this is based on research conducted in Pomerania, it perfectly depicts the image of many Silesian post-industrial regions, following the definition: 'industrial heritage is a part of cultural heritage, consisting of the remains of the industrial culture, which possess historical, technological, architectural, urban and scientific values' (Kronenberg, 2007). The protection, restoration and adaptation to fulfil new functions is a task which involves cooperation of sites' owners, local authorities, as well as the specialised structures at the regional level which support the revitalisation of post-industrial facilities. It is quite obvious that renovation of a single building or a small hall, done by a commercial entity for their own needs, does not enforce large-scale preparations and coherent concepts of facilities' usage (adding new functionality and implementing application programmes in order to receive external funding). However, if the owner takes a strategic approach to the possessed resources, a management vision needs to be created. Evaluation of the post-industrial potential and its usage methods should include 'weekend tourism' and 'one-day' excursions. It turns out that 'in the landscape of industrial, post-industrial and highly urbanised areas which possess numerous anthropogenic resources, elements of the touristic product can be found, especially given the fact that the demand for this type of offer is growing both for visitors and inhabitants who want to learn about the industrial culture of their ancestors. The post-industrial facilities in the Silesian Voivodeship in Poland gain new significance as they represent a number of economic sectors (Kaczmarska, Przybyłka, 2010). It seems to be clear that after analysing the revitalisation process of such land, used in the Silesian Voivodeship for touristic purposes, it might be concluded that 'land-use planning is quite often changed'. The buildings which can

not be adapted are demolished; however, the heritage sites which might fulfil a new function are preserved' (Kurek-Obrocka, 2018).

### **Local communitys' attitudes towards post-industrial heritage**

One of the obstacles in the way to success is the passive or reluctant attitude of local communities towards touristic development. This results from a lack of awareness that tourism generates benefits, not only for neighbourhoods, districts, municipalities and intermunicipal unions, but also for the whole region itself. This is why it is crucial for local authorities and entities involved in popularisation of post-industrial facilities to conduct informational and promotional activities. Cities which entered the path of touristic product creation coped with the 'internal resistance' phenomenon. This includes Rotterdam, which is currently 'indicated as a city where authorities' policies are focused on the constant improvement of life quality, 'city product' development and its promotion among residents (internal promotion). The authorities seem to imply that the residents, who are satisfied with life quality, will be advocates of new development projects and new relations with tourists and investors' (Żabińska, 2013). This was likewise in the Ruhry District, where 'authorities were supposed to face an enormous task, which was planned for subsequent years and was quite difficult to achieve. There is also a number of voices calling for preserving post-industrial facilities and indicating their new functions. Currently, after a number of years, it might be observed that the Ruhry District has become one of the most popular touristic attractions in Germany' (Kusińska, 2018). The previously mentioned unawareness is quite often caused by a local community's reluctance, connected with perceiving industrial heritage as the remains of closed workplaces. As a consequence, industrial heritage is classified as a burden rather than a developing potential. Some experts claim that it 'imposes the need to start an informational campaign about industrial tourism in the public media. This seems to be crucial, as people tend to make assumptions about poor historical, architectural and cultural values of industrial heritage' (Kowol, Różycki, 2008).

## **2. Monuments route as a synergy effect generator**

One of the ways in which touristic attractiveness can be increased is to create a joint touristic offer. The beneficial effect is derived from a logistic combination of certain facilities by creating a technology monuments route. Subsequently, 'the integrated product of a touristic route is based on the possibility that particular facilities can function autonomously. It serves as an opportunity to operate under the common aegis, and as a consequence, it results in the diffusion of positive effects in the form of joint promotion and coordination of marketing activities. It is aimed at better use of revitalised post-industrial heritage' (Moterski, 2011). On the industrial monuments route, the particular elements of a touristic product might gain

additional value. This refers to means of transport. The museum exposure of transport means, being an attraction itself, raises recognition around various facilities of the route, on condition that it will be used for touristic transport. Obviously, this concerns only certain vehicles (e.g. tram, train, bus) and requires adequate road infrastructure, as well as sufficient procedures. The Museum of Industry and Railway in Silesia organises, in the spring-summer season, so-called 'Weekends Under Steam' or 'Days with Diesel'<sup>1</sup>. The historic tram line in Wrocław<sup>2</sup> is used for historical education, similarly to the Kraków Museum Bus Line<sup>3</sup>. If bus rides were included in the sightseeing of post-industrial facilities, it would be possible to obtain the beneficial effect of synergy. The use of historic means of transport might happen only incidentally, as a part of mass events (connected with traffic restrictions), but also as a widely-used way of making the touristic offer more attractive.

### **Marketing as a matter of importance in the functioning of the Industrial Monuments Route**

Generally speaking, the efficient marketing strategy of the Industrial Monuments Route should assume that the traditional way of making spaces available for visitors is supposed to be enriched with other types of attractions. This includes activities connected with art (e.g. theatre performances, exhibitions, art exhibits, author meeting, etc.), education (workshops, museum lessons, thematic activities), science (conferences, seminars, open lectures), pop culture (concerts, festivals, shows), sport and recreation (competitions, tournaments, spartakiads, etc.), business (e.g. presentations, gala events, training, etc.). What is more, these attractions require professional advertisements so as to popularise not only specific event, but also the positive functions of post-industrial sites. Communication activities are supposed to be versatile because 'the marketing area needs not only more extended promotion of industrial monuments in media, but also in tourist guides and specialised studies. It also involves promotion of actions aimed at perseverance, marketing and touristic use of industrial monuments. Directors should continue efforts aimed at including industrial facilities into school trip programmes concerning sightseeing of industrial monuments. Measures should be implemented so as to make local community aware of the fact that industrial facilities and technology equipment offer huge potential, which, after adequate analysis and selection, might be the base for creating new

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<sup>1</sup> On the locomotive route during the event 'Weekends Under Steam', the only operating steam locomotive, TKt48-18, which dates back to 1951, is in use; while during 'Days with Diesel', one may ride a diesel locomotive, the DEUTZ OMZ122R, which dates back to 1940 (the oldest operational steam locomotive in Poland), the SM30-531 (the Polish towing locomotive 'shunter', which dates back to 1964) or the Czechoslovak rail bus, the 830 series from 1955 (the so-called Motorak). Accessed 28<sup>th</sup> February 2019, from <https://muzeumtechniki.pl> – the website of the Museum of Industry and Railway in Silesia.

<sup>2</sup> Organisers assure that in the summer season: 'trams run around the biggest touristic attractions. It is enriched by a professional guide, who tells stories about historic places. Accessed 28<sup>th</sup> February 2019, from <https://www.wroclaw.pl> – the official website of the Wrocław local government; transport section.

<sup>3</sup> The Municipal Infrastructure and Transport Board of Kraków informed that they started 'special bus service no. 115, which utilises a historic vehicle, and passengers are carried on the Jelcz RTO 043, which used to be commonly called 'ogórek' (cucumber). Accessed 28<sup>th</sup> February 2019, from <https://www.krakow.pl> – Kraków website; public transport section.

functions' (Jędrysiak, 2011). Development of communication technologies determines how promotional content in media should be used in marketing strategies for post-industrial heritage facilities. It is not only aimed at winning new customers who are interested in a touristic product, but also at maintaining relations with guests whose excursion programme might be enriched by additional information on new places. In this way, the communication marketing tools might be used as elements that increase the attractiveness of the touristic offer. This refers to virtual tours, access to multimedia presentations, broadcasts of participants (who posted them on FB profiles), video channels or mobile apps which are all dedicated to the given building.

### 3. Research field description

The Industrial Monuments Route of the Silesian Voivodeship, which was created by the resolution of the Province of Silesia<sup>4</sup>, has been chosen as a research field for the purpose of this article. The Industrial Monuments Route of the Silesian Voivodeship, which is run by the Industrial Heritage Promoting Office (the Cultural Department of the Marshal's Office of the Silesia Voivodeship), at the time of examination, had 42 locations. Pursuant to the regulations, all the facilities must have met at least six requirements, namely: (a) the satisfying the technical condition of a building, which allows safe reception of visitors, (b) the building (and its offer) is available to visitors on precise dates, which are made public (days and opening times), (c) the legal-ownership and financial situation of the facility has been regularised, (d) the facility represents values of industrial heritage, including substantive exposure, which enables the recognition of the primary functions (of the building) – it represents its past (history of the given place) or shows exhibits, which are mobile cultural assets of industrial heritage, (e) the facility is adjusted to tourism-related services and respects minimum tourism infrastructure standards, (f) the facility runs marketing and promotional campaigns<sup>5</sup>. The route manager created the official website of the project, accessible at [www.zabytkitechniki.pl](http://www.zabytkitechniki.pl), which includes information that it is 'the branded tourism product (network product for the given area), which represents the most interesting (in terms of touristic, historical and architectural values) industrial facilities in the Silesian region. Facilities on the route are related to the traditions connected with mining, metallurgy, energy, railroading, communications, textile manufacture, water production and the food industry. The Industrial Monuments Route consists of museums, residential workmen colonies and operating workplaces. The facility might be owned by local governments, individuals, public and private enterprises<sup>6</sup>. According to data published by route

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<sup>4</sup> Resolution No. 1153/268/II/2005 of 21<sup>st</sup> June 2005.

<sup>5</sup> Regulations defining the management system of the Industrial Monuments Route of Silesia, available as an appendix to Resolution No. 2056/72/V/2015 of the Board of the Silesian Province of 27<sup>th</sup> October 2015.

<sup>6</sup> References: section entitled "Route description" on the official website of the Industrial Monuments Route of Silesia [accessed 1<sup>st</sup> March 2019, from [www.zabytkitechniki.pl](http://www.zabytkitechniki.pl)].

managers, every year, at the forefront of the most popular sites, there are historic mines (Guido Coal Mine in Zabrze, Historic Silver Mine in Tarnowskie Góry, Museum of Bread in Radzionków, Tradition Park of Mining and Metallurgy in Siemianowice, Citizens Brewery or the Museum of the Duke's Brewery).

### **Use of communication tools in cyberspace by sites included in the Industrial Monuments Route of Silesia**

The examination<sup>7</sup> was aimed at establishing whether particular sites which comprise the route have created the website, and it turned out that each of the 42 entities which are open to visitors as an element of the Industrial Monuments Route of Silesia manages individual websites. This demonstrates an appropriate approach to marketing activities aimed at tourist traffic stimulation, as well as popularisation of post-industrial heritage. The further stage of the research was focused on indicating (within a computer network) how many facilities can be found on increasingly popular social media. Taking into consideration the number of users, the most popular social media outlet in Poland is Facebook, as this 'platform has over 16 million active users'. Companies eagerly pursue Facebook opportunities, and because of its advanced advertisement options, it is the most versatile type of advertising<sup>8</sup>. After examination, it was established that 88 percent of entities on the Industrial Monuments Route of the Silesian Voivodeship manage Facebook profiles. In this regard, the obtained result precisely reflects the situation in Polish museums, where studies published in 2018 established that '219 out of 247 non-departmental and departmental museums which provided answers to the survey have a profile in social media. As many as 26 entities deny using this type of activity, while there is lack of data relating to 2 institutions' (Poprawski, 2018). The growing importance of social media in the information and advertising policy will determine the necessity of carrying out activities which use this type of media.

**Table 1.**

*A communication tool used by facility managers on the Industrial Monuments Route of the Silesian Voivodeship*

<b>Lp.</b>	<b>Obiekt</b>	<b>Strona WWW</b>	<b>Profil w serwisie Facebook</b>
1.	Old Factory	<a href="http://muzeum.bielsko.pl">muzeum.bielsko.pl</a>	<a href="#">Muzeum Historyczne w Bielsku-Białej</a>
2.	EC Szombierki	<a href="http://ecgenerator.pl/">ecgenerator.pl/</a>	<a href="#">EC Generator - EC Szombierki</a>
3.	Upper Silesian Narrow Gauge Railways	<a href="http://sgkw.eu">sgkw.eu</a>	<a href="#">Stowarzyszenie Górnośląskich Kolei Wąskotorowych - SGKW Bytom</a>
4.	Castle Brewery in Cieszyn	<a href="http://browarcieszyn.pl">browarcieszyn.pl</a>	<a href="#">Browar Zamkowy Cieszyn</a>

<sup>7</sup> The survey was carried out in February 2019 and documents the situation on 28<sup>th</sup> February 2019.

<sup>8</sup> References: information entitled 'Facebook for 10 years in Poland. The platform is used today by more than 16 million Polish users' published on 15<sup>th</sup> May 2018 [accessed 1<sup>st</sup> March 2019, from [bankier.pl](http://bankier.pl)].

Cont. table 1.

5.	Museum of Printing	<a href="http://muzeumdrukarni.pl">muzeumdrukarni.pl</a>	
6.	Modern Art Gallery 'Power Plant'	<a href="http://galeria-elektrownia.czeladz.pl">galeria-elektrownia.czeladz.pl</a>	Galeria Sztuki Współczesnej "Elektrownia"
7.	Familoki (family blocks)	<a href="http://familoki.com.pl/">familoki.com.pl/</a>	Familoki
8.	Museum of Iron Ore Mining	<a href="http://kopalnia.muzeumczestochowa.pl">kopalnia.muzeumczestochowa.pl</a>	
9.	Museum of Railway History	<a href="http://tpkww.one.pl">tpkww.one.pl</a>	Muzeum Historii Kolei w Częstochowie
10.	Museum of the Production of Matches	<a href="http://zapalki.pl/">zapalki.pl/</a>	Częstochowskie Muzeum Zapalek
11.	Drill Mine of the 'Sztynka' Town Museum	<a href="http://kopalnia.muzeum-dabrowa.pl/">kopalnia.muzeum-dabrowa.pl/</a>	Muzeum Miejskie Sztynka Mms
12.	Museum of Sanitary Technology	<a href="http://muzeum.pwik.gliwice.pl">muzeum.pwik.gliwice.pl</a>	
13.	Artistic Casting Department of the Museum in Gliwice	<a href="http://muzeum.gliwice.pl/">muzeum.gliwice.pl/</a>	Muzeum w Gliwicach
14.	Gliwice Radio Station	<a href="http://muzeum.gliwice.pl/gliwicka-radiostacja/">muzeum.gliwice.pl/gliwicka-radiostacja/</a>	Radiostacja Gliwice
15.	Historic Water Supply Station 'Zawada'	<a href="http://gpw-zawada.pl">gpw-zawada.pl</a>	
16.	Wilson Shaft Gallery	<a href="http://szybwilson.org">szybwilson.org</a>	Galeria Szyb Wilson
17.	Giszowiec Settlement	<a href="http://mdk.katowice.pl">mdk.katowice.pl</a>	
18.	Nikiszowiec Settlement	<a href="http://nikiszowiec.com.pl">nikiszowiec.com.pl</a>	
19.	Zinc Rolling Mill in Katowice	<a href="http://walcownia.org">walcownia.org</a>	Walcownia
20.	Silesian Museum	<a href="http://muzeumslaskie.pl">muzeumslaskie.pl</a>	Muzeum Śląskie
21.	Silesian Porcelain Factory	<a href="http://fabryka-porcelany.pl">fabryka-porcelany.pl</a>	Fundacja Giesche
22.	Museum of Power Industry	<a href="http://muzeumenergetyki.pl">muzeumenergetyki.pl</a>	Muzeum Energetyki w Łaziskach Górnych
23.	Central Fire-fighting Museum	<a href="http://cmp-muzeum.pl">cmp-muzeum.pl</a>	Centralne Muzeum Pożarnictwa
24.	Museum of the Silesian Press	<a href="http://muzeumprasy.pl">muzeumprasy.pl</a>	Muzeum Prasy Śląskiej
25.	Museum of Bread, School of Curiosities	<a href="http://muzeum-chleba.pl">muzeum-chleba.pl</a>	Muzeum Chleba, Szkoły i Ciekawostek
26.	Ficinus Workers' Settlement	<a href="http://ficinus.rudaslaska.pl">ficinus.rudaslaska.pl</a>	Zabytkowa Ruda
27.	Historic Narrow Gauge Railway Station	<a href="http://kolejkarudy.pl">kolejkarudy.pl</a>	Zabytkowa Stacja Kolei Wąskotorowej w Rudach
28.	'Ignacy' Historic Mine	<a href="http://ick.rybnik.pl/">ick.rybnik.pl/</a>	Zabytkowa Kopalnia IGNACY
29.	Tradition Park of Mining and Metallurgy	<a href="http://parktradycji.pl">parktradycji.pl</a>	Park Tradycji
30.	'Polska' Mine Hoist Towers	<a href="http://wiezekwkpolka.pl">wiezekwkpolka.pl</a>	Wieże KWK Polska Świętochłowice
31.	Historic Silver Mine	<a href="http://kopalniasrebra.pl">kopalniasrebra.pl</a>	Zabytkowa Kopalnia Srebra - obiekt światowego dziedzictwa Unesco
32.	Black Trout Adit	<a href="http://sztolniapstraga.pl">sztolniapstraga.pl</a>	Sztolnia Czarnego Pstrąga - obiekt światowego dziedzictwa Unesco
33.	Citizens Brewery	<a href="http://browarobywatelski.pl">browarobywatelski.pl</a>	Browar Obywatelski Tychy
34.	Museum of the Duke's Brewery	<a href="http://zwiedzibrowar.pl">zwiedzibrowar.pl</a>	Tyskie Browary Książęce
35.	Museum of Ustroń	<a href="http://muzeum.ustron.pl">muzeum.ustron.pl</a>	Muzeum Ustrońskie
36.	Museum of Coal Mining	<a href="http://muzeumgornictwa.pl">muzeumgornictwa.pl</a>	Muzeumzabrze
37.	'Queen Louise' Adit - Wilhelmina zone	<a href="http://sztolniaLuiza.pl">sztolniaLuiza.pl</a>	Sztolnia Królowa Luiza

Cont table 1.

38.	Guido Coal Mine	<a href="http://kopalniaguido.pl">kopalniaguido.pl</a>	<a href="#">Zabytkowa Kopalnia Guido</a>
39.	'Maciej' Shaft	<a href="http://szybmaciej.pl">szybmaciej.pl</a>	<a href="#">Szyb Maciej Restauracja, Bistro i Turystyka</a>
40.	'Queen Louise' Adit - Carnall zone	<a href="http://sztolniaiuiza.pl">sztolniaiuiza.pl</a>	<a href="#">Sztolnia Królowa Luiza</a>
41.	Old Mill - Museum of Old Crafts	<a href="http://muzeumzarki.pl">muzeumzarki.pl</a>	<a href="#">Stary Młyn - Muzeum Dawnych Rzemiosł</a>
42.	Historic Brewery in Żywiec	<a href="http://muzeumbrowaru.pl">muzeumbrowaru.pl</a>	<a href="#">Muzeum Browaru Żywiec</a>

#### 4. Summary

Taking into consideration the post-industrial sites which might be adapted for the purpose of tourism, education, culture or regional development, it is worth applying a model of governance that might also be successfully used for problem-solving concerning the areas at the junction of economy and social life, e.g. low emission of pollution. The systematic approach to the subject has to include various perspectives: '(1) technical, (2) financial, (3) social, (4) legal. Each of these perspectives must be seen in the light of the costs and effects to be incurred' (Turek, Michalak, 2018). This kind of strategy should be adopted in the case of buildings, areas or devices which were once designed for industrial activities and then left at various levels of degradation. Renovation of the facility and the assignment of new functions enable the development of planned operations which are to ensure the continued existence of the post-industrial facility, secure financial means for its maintenance and gain the approval of the local community for the revitalisation of industrial monuments. The creation of tourist routes consisting of post-industrial facilities is a project that increases the prospects for success in terms of attendance and economy, although the managers of the routes may set specific conditions which need to be met when applying for membership. In the case of the Industrial Monuments Route of the Silesian Voivodeship, the success of the application will be determined, among others, by the authenticity of a given facility or place being an element of industrial heritage. According to the route regulations, 'these may be sites related to the coal, fuel, energy, metallurgy, electrical machinery, chemical, mineral, wood and paper, light, food and printing industry, railway transport (railway lines with station complexes and railway infrastructure), road transport (tram lines with depot complexes), river transport (water canals, locks, dams), as well as workers' colonies and patronage housing estates. The authenticity of the facility (place) will be confirmed, for example, by an entry in the register of monuments, by the nature of a space that has remained unchanged since the creation of the facility (place) or has changed to a degree that allows unambiguous identification of its primary functions, as well as by the facility's equipment (movable cultural goods – devices and machines), unchanged since the creation of the place. Incorporating the facility into the tourist route increases its recognition, provides access to marketing initiatives (carried out at least on a regional scale) and enables



implementation of individual promotional activities. A unique action, which is characteristic for the Industrial Monuments Route of Silesia, is 'INDUSTRIADA' – the June Industrial Monuments Route Festival, which has been organised since 2010. According to the organisers, 'several thousand people representing several hundred different entities are involved in its preparation', and the attendance in 2017 amounted to 84 thousand people, increasing in 2018 to 98 thousand participants. Communication based on traditional mass media actions, organisation of events held for selected target groups and other actions which highlight that the functioning of a facility must be accompanied by an information and advertising policy, take into account the use of Internet media, starting from simple, image-building websites through portals which help to reach a destination, complete formalities, purchase tickets and organise sightseeing, to complex applications for mobile devices that significantly increase the attractiveness of the visit. Openness to using social media in relations with tourists should also correspond with the previously mentioned activities, although it is natural in this case that feedback relations should be moderated.

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