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## Event marketing as a tool supporting the process of revitalization of post-military tourism space in Borne Sulinowo

**Abstract.** The article describes a case study concerning the implementation of the principles of sustainable development in Borne Sulinowo, where the author investigates the effect of using event marketing activities as a tool for marketing a tourism product and a regenerated post-military tourism space. The aim of the article is to show how event marketing can be used as a tool supporting the development of tourism space created in the process of revitalisation of various areas, especially post-military ones, and to identify elements that can be used by local authorities to develop and promote their tourism space taking into account requirements of sustainable development (a given space should be revitalised in a specific way and, if possible, restored to its former status). The analysis is based on a case study of a rally of military vehicles organised annually since 2004 in Borne Sulinowo as part of the process of revitalisation of the town space. The study is based on data collected in the process of participant observation and on a review of available literature and online resources. The author demonstrates that mass events can be used as a way of promoting a tourism product that is being created and can directly or indirectly help to achieve particular objectives set out in the revitalisation programme. They can also be used to dispell concerns of the local community by highlighting benefits and opportunities associated with the changes taking place.

**Keywords:** marketing, revitalisation, event marketing, tourism space, sustainable development

**JEL Codes:** O20, R11, Z32

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## 1. Introduction

The Revitalisation Act of 9 October 2015, passed by the Polish parliament, defines it as a process of regeneration of degraded areas through comprehensive actions taken by communes, municipalities and other interested parties (stakeholders) for the benefit of local communities, space and economy. This process often results in the creation of new tourism spaces, where, once the necessary infrastructure has been put in place, tourism services can be offered, including accommodation, catering, recreation, cultural events, etc. These services can benefit not only tourists but also to local inhabitants of the revitalised area. The economic and revitalisation practice of 1990-2020 has shown that the creation of a new tourist offering based on local endogenous resources has become one of the main directions of economic development of revitalised post-military areas.

More and more often local authorities decide to undertake activities aimed at promoting their tourist areas. Local authorities are looking for effective ways to reach potential customers and try to create brand tourism products based on the principles of sustainable development. This trend is manifested by the growing popularity of territorial marketing, which is present in activities undertaken by many regions and cities in Poland. It has become popular nowadays to use mass events as a tool to promote tourism spaces created as a result of revitalisation activities carried out in a given area. Such spaces are often promoted as sustainable, clean, ecological, functioning in harmony with nature for the benefit of present and future generations. This is what tourists are looking for as they venture deeper and deeper into local tourism spaces in search of interesting tourism products. It is particularly important to organise cyclical and prestigious events, which are highly interesting for visitors and offer many opportunities to use new media for marketing communication. Very often such events attract not only tourists but also investors, who provide additional funding for transformation activities and sustainable development. A well revitalised tourist is attractive for entities wanting to do business in a given area. When it is enhanced by event and marketing activities, it attracts more tourists, who naturally become potential customers. The more customers, the greater the need for further adaptation of a given space for tourism (Gołembski, 2011).

The article describes a case study of the tourism space in the commune of Borne Sulinowo and the International Rally of Military Vehicles, which is organized every year. The article aims to show how event marketing can be used as a tool supporting the development of tourism space created in the process of revitalization of post-military areas and the promotion of the emerging tourism space.

## 2. Literature review

As a result of the socio-economic changes that took place in Poland at the turn of the 20th and 21st century, many post-military areas became available to local authorities for targeted development, especially those that had previously been inaccessible to civilians, but after being abandoned by the army, have become an integral part of the spatial and functional structure of municipalities. Between 2005 and 2020, there have been many research publications on revitalization, in particular regarding tourism space. However, few have indicated how a specialized tourism product can support the revitalization process, which is one of the factors contributing to a positive image of a given area, and, consequently, to creating tourism space of what used to be a degraded area. Often, the purpose of revitalisation is to find a new form of use for the revitalised area, especially when it comes to economic activity and service provision, and to regenerate a given space so that it can perform new functions.

At this point it is important to define some key terms, which will be used throughout the article, namely 'revitalisation', 'sustainable development', 'tourism space', 'event marketing' and 'tourism product'. The term 'revitalisation' is used in many disciplines, such as urban planning, sociology, economics, geography and spatial management. Depending on the field, different aspects of revitalisation tend to be emphasised. According to one of the first Polish definitions revitalisation is a complex programme of technical activities and also renovation of cultural heritage objects in a designated area, which is supposed to boost economic development and help solve social problems that exist in a given area (Skalski, 2000, p. 33).

A more detailed definition, which better reflects the nature of this process, was formulated in 2004 describes revitalisation as a complex process of regenerating an urbanised area, whose space, functions and substance have undergone degradation, causing a state of crisis, preventing or significantly hindering the area's economic and social development, as well as the sustainable development of the city as a whole (Billert, 2004 p. 6). The above definition mainly relates to urban areas and cities. Revitalisation activities are usually organised by local authorities, with the intention of benefiting local inhabitants, entrepreneurs, property owners, social organizations, investors and potential new users. According to Kaczmarek (2003, pp. 41-43), two types of revitalisation processes can be distinguished: implantation and integration. Implantation-type revitalisation consists in the introduction of new functions and spatial forms to a certain fragment of space, whose function has undergone degradation. These activities usually concern areas that were previously intensively used and developed. An important feature of the implantation model is the assumption that the revitalised space will be used by visitors coming to the area, while existing residents will benefit from the changes indirectly: through the

appearance of new services or, above all, through the appearance of a better and more interesting place in terms of aesthetics and more interesting place in terms of the aesthetics of the urban landscape.

The second type of process is integration-type revitalisation, in which the mechanism of procedure is analogous to the previous one. The most important difference, however, is the process of functional and spatial transformation of local communities through actions which directly improve their quality of life. The implementation of new functions and investments should result in the creation of new jobs for current residents, as well as give them the opportunity to acquire new competencies and skills which will enable them to find employment in economic activities initiated on the basis of the revitalised space (e.g. post-military, post-industrial or post-farming). "In the spatial context should the new structures should provide the so-called spatial and architectural continuum to blur sharp borders separating the old from the new. Here revitalisation is a process as much social as economic, and, as such, much more complex" (Kaczmarek 2003, p. 42).

The concept of revitalisation is associated with the idea of sustainable development, which was defined in 1987 in the *Report of the World Commission on Environment and Development*, as "development that meets the needs of the present without compromising the ability of future generations to meet their own need" (World Commission on Environment and Development, 1987). The idea of sustainable development applied to cities and described as 'integrated urban development' was promoted in the Leipzig Charter (2007, as cited in Nawrocka, 2010). The main idea of sustainable development and revitalisation consists in that the municipality as a self-governing community creates a functional-spatial system, which includes subsystems such as the local community, spatial development, functions, the natural environment, etc. According to Kozuch (2010), the local community is made up of inhabitants living in a given area, who form households that, on the one hand, create demand for consumer goods and, on the other, are engaged in professional work in their own enterprises or seek employment in existing establishments. The functions refer to various activities carried out by individuals, companies and institutions, i.e. production, services, trade, transport, administration, housing, etc. Activities carried out in a given area, its infrastructure, land use planning, determine land development in a given natural environment with a specific relief, climate, flora and fauna. The subsystems mentioned above mutually influence each other, creating a system of communicating vessels.

Nowadays revitalisation and sustainable development are closely associated with tourism and involve the adaptation of geographical and anthropological space in order to create a tourism product. Many such products are offered in a specific tourism space, which can often be utilised only if it is appropriately regenerated taking into account the principles of sustainable development. Tourism space has been a subject of research for a long time, as evidenced by numerous studies and

definitions (Meyer, 2008). Two definitions are usually mentioned in the Polish literature: the first defines a tourism space as part of the geographical space in which the phenomenon of tourism takes place regardless of its size and nature (Włodarczyk, 2014). According to the second definition, a tourism space is any area where the tourism function is developing or some form of tourism already exists (Meyer, 2008, p. 42). The problem in defining tourism space consists in selecting tourism phenomena that should be prevalent in its definition. In other words, tourism space could just as well be understood as a place visited by tourists, who use it in some ways, or as a place intentionally developed for tourists, which is supposed to generate tourist traffic. Therefore, tourism space describes an area where individual elements, such as natural values, anthropogenic resources, accommodation and catering facilities, enable the development of tourism. When analysing the notion of a tourism product, it is important to determine how broadly it should be defined; currently, the tourism product was commonly understood as a set of combined services, where it was possible to distinguish between the actual product, i.e. goods and services necessarily required to satisfy tourists' needs and the extended product, i.e. goods and services desired that are desirable but not necessary (Altkorn, 2006). When defining the tourism product of a given area, it is important to distinguish between two points of view: the first one focuses on resources, i.e. existing tangible and intangible elements of the area's tourism potential, which are utilised as the area's tourism offering. The second is the psychological perspective, which takes into account expectations of tourists about the destination, in order to select tangible and intangible resources that can be used to create an offering that meets the needs of individual tourists (Panasiuk, 2019).

Event marketing is becoming an indispensable element in the development of contemporary local space, particularly tourism. It is one of the most effective tools for marketing communication regarding a tourist product. Event marketing is currently utilised not only by enterprises, but it is increasingly used as a marketing tool by local and regional authorities, which can organise events to support the social and economic activation of a given area. This is particularly evident in the case of tourism spaces, especially those undergoing revitalisation for purposes of tourism. If an event attracts external visitors, it boosts tourism activity in the area. The demand for accommodation, catering and transport services increases, and trade grows. One example of event marketing is the annual re-enactment of the Battle of Grunwald. Members of various knights' confraternities (about 2,000 people) come from all over Europe to Grunwald to re-enact the historic battle which took place on 15 July 1410. The event attracts more and more tourists every year. The annual Siege of the Malbork castle is another regional tourist attraction. Mass events organised for marketing purposes are a good way of generating publicity for a city, commune or even the whole region. Event marketing activities are usually an effective tool for regenerating a particular area, particularly as regards its role

as a tourism destination. By creating new tourist products, a region or a commune can improve its position on the tourist map of the country as an attractive destination for incoming tourists. Such events can help to increase the supply of tourist services in a given area. This in turn can lead to the creation of new products in an effort to take advantage of existing reception possibilities over a longer period than the duration of the event. The greatest marketing effect is exerted by large cyclical events, which are included in the strategic development plans of a given tourist area (Wanagos, 2010).

Event marketing should therefore be seen as an element of territorial marketing, defined as a promotional tool, where mass events are organised to influence the external and internal environment. In the case of a commune, the internal environment consists of the commune's residents, local mass media, opinion leaders and local businesses. The external environment includes, among others, potential investors, tourists, authorities of other territorial units and state administration, external media. The main task of mass events is to build and consolidate positive associations with the region. In this way, local authorities try to distinguish the region from others.

### 3. Borne Sulinowo – a historical outline and tourist resources

The construction of the town of *Groß Born* (Borne Sulinowo), which was to serve as a base for the Wehrmacht training ground and garrison, began in 1933 and was finished five years later during an opening ceremony attended by Adolf Hitler, Commander-in-Chief of the German Army, and the highest military authorities. The town was built according to the prevailing style of the time, which was inspired by the traditional architecture of the alpine countryside and utilitarianism. In 1939, just before the outbreak of war, general Heinz Guderian was sent to Borne Sulinowo, where the last preparations for the invasion of Poland were taking place. A prisoner-of-war camp (known as *Stalag*) for non-commissioned personnel was created near Borne Sulinowo in November 1939, which in June 1940 was turned into a camp for officers (*Oflag*), where French and Polish prisoners of war were kept until 1942.

The next stage in the history of Borne Sulinowo began in 1945, when the city was captured by the Red Army and was quickly chosen as a place for a garrison *Борне Сулиново*, which became the largest grouping of the Soviet land forces in Poland. The division located in the garrison included mechanised regiments, anti-aircraft artillery division including an operational-tactical missile brigade and other types of troops. An estimated 25 thousand troops stationed in Borne



Fig. 1. The commune of Borne Sulinowo

Source: [http://www.bornesulinowo.pl/?page\\_id=82](http://www.bornesulinowo.pl/?page_id=82) (accessed: 16.06.2021).

Sulinowo were able to use a training ground with an area of 18 thousand hectares together with a large military infrastructure. The garrison in Borne Sulinowo was kept secret for almost 50 years, becoming the best guarded base of the Northern Military Group.

After the start of Poland's transformation and the fall of the Berlin Wall in 1989 and the final collapse of the USSR in 1991, the first talks on the withdrawal of Russian troops from Poland began. The actual withdrawal officially on 8 April 1991, when a brigade of operational and tactical missiles left Borne Sulinowo. The last transport from the garrison *Борне Сулиново* departed on 21 October 1992. After the Russian army had left, the town was taken over by the Polish army in order to secure it before it was handed over to the civil administration on 5 June 1993. Shortly afterwards, Borne Sulinowo was granted the status of a town, which initiated the process of re-settlement and management of the empty town and the adjacent military training ground, one of its kind in Europe.

Because of its history, a major fragment of the southern part of the commune is uninhabited (Fig. 1). The commune is located in the eastern part of Zachod-

niopomorskie province, in the district of Szczecinek. It is an urban-rural commune with an area of 484.5 km<sup>2</sup>. The commune lies at the interface between three mesoregions: two lake districts (Pojezierze Szczecineckie, Pojezierze Drawskie) and the Wałecka Plain. Situated in the western part of the commune is Komorze Lake, which borders with the Drawsko Landscape Park. A nature reserve, called “Bagno Ciemino” covers an area of about 400 ha in the north-eastern part of the commune. The commune boasts a number of canoe routes: from Lake Pile through Lake Komorze to Lake Drawsko, from Wałcz through the Piława River, Lake Pile (adjacent to Borne Sulinowo), Lakes: Ciemino and Radacz, and channels to Lake Trzesiecko. There are also a number of cycling routes including the black Nizica Cycling Trail in Bagno Ciemino reserve, the green cycling trail (Szlak Wzniesień Moreny Czołowej), along the southern shore of the Ciemino Lake. Numerous military facilities are by far the main tourist attraction, including the almost 8-kilometre-long historic bicycle and walking path that takes visitors on



Fig. 2. The Russian cemetery in Borne Sulinowo

Source: [http://encyklopedia.szczecin.pl/wiki/Plik:Borne\\_Sulinowo,\\_tzw.\\_cmentarz\\_z\\_pepesz%C4%85.JPG](http://encyklopedia.szczecin.pl/wiki/Plik:Borne_Sulinowo,_tzw._cmentarz_z_pepesz%C4%85.JPG) (accessed: 15.06.2021)



a tour of military bunkers, which have been preserved in very good condition and are accompanied by information boards located along the trail.

The abandoned town of Kłomino, located almost 12 km away from Borne Sulinowo, is one of the most popular sites with tourists.

Another attraction of the commune are the buildings located in Borne Sulinowo itself: the former German garrison located in the nearby forest, famous for a mosaic on one of its walls presenting a woman with a child in her arms made of coloured glass. One of the most interesting places in the commune is a Russian cemetery with original graves (Fig. 2).

Other places worth visiting include Pile Lake with the underwater forest reaching the bottom of the lake, which is a great attraction for divers, the Military and Ethnographic Museum; the buildings used by the Communist Party in the Soviet period and the seat of the head of the Komsomol Committee; the former military hospital, the entrance gate to Borne Sulinowo from the direction of Łubów; the military detention building and the town hall built in the 1930s.

#### **4. The Local Revitalisation Programme for Borne Sulinowo**

The study also involved analysing the Local Revitalisation Programme for Borne Sulinowo for 2004-2020. The main objective of the programme was to conduct a transformation of the post-military areas with the goal of improving the quality of life of the inhabitants, restoring the spatial order, improving the state of the environment, triggering an economic revival and strengthening social bonds. The post-military areas of Borne Sulinowo and surrounding areas were to be re-generated while preserving their historical values and unique character and taking into account the values and needs of the local community. The area to be revitalised included parts of the city and the municipality, which were former military areas. Revitalisation activities scheduled in the period 2004-2019 were consistent with the main direction of the town's development, i.e. tourism. According to the Local Revitalisation Programme, some of the planned investment activities in the technical and social infrastructure were to be financed from the European Regional Development Fund. The main objective of the revitalisation process from the perspective of tourism was to create a branded tourist product called the Park of Three Cultures, which would replace the former military settlement. The revitalisation process included the following stages: renovation and adaptation of buildings and real estate for purposes of tourism and the creation of accompanying infrastructure, such as marinas, conversion of some buildings into sanatoriums, the creation of a university branch, the creation of a centre for paralympic preparations, the opening of a microlight airstrip, and the creation of an

international language centre for young people. The Park of Three Cultures was to comprise three distinct but historically significant segments within the city - German, Soviet and Polish. The area designated for revitalisation included the former military garrisons in Borne Sulinowo and Klomin and the former military training grounds located within the commune, some of which are enclaves of natural environment, e.g. one of the biggest heaths in Europe (*Wrzosowiska Kłomińskie*).

At the time when the programme was developed, the unemployment rate in the commune of Borne Sulinowo was nearly at 23%, which made the need for regeneration even more pressing. It was expected that the revitalisation programme would transform Borne Sulinowo into a local tourist centre, which would drive an economic revival. With additional and improved tourism infrastructure new business entities would be created, providing new jobs for inhabitants of the whole commune. The Communal Information Centre, established in 2004, was to play an important role in activating the unemployed by providing vocational counselling and information about European funds, organising training workshops, and serving as a tourist information point. In 2016, the Local Revitalisation Programme was extended in the form the Commune Revitalisation Programme for 2016-2026. The second objective of the new programme was to increase the attractiveness of tourism and recreation by developing paramilitary tourism, building the regional identity based on the commune's historical heritage, improving ecological awareness and pro-ecological behaviour. The last objective consisted in expanding and modernising the commune's infrastructure.

## **5. The International Rally of Military Vehicles in Borne Sulinowo as an important element of the town's tourism product**

The idea for a rally of military vehicles to be held on the former military training ground in Borne Sulinowo was conceived by Marian Laskowski, Andrzej Michalik, Colonel Edward Królik and Anna Wygachiewicz, with the town of Borne Sulinowo acting as a co-organiser. Since the first edition in 2014, the event<sup>1</sup> has become the biggest military event in Poland and one of the biggest in Europe. The rally lasts 4 days and is attended by military enthusiasts from all over Europe, reconstructionists, equipment collectors, automotive and history enthusiasts. In addition to participants and tourists from Poland, the rally attracts guests from Germany, Holland, Belgium, Hungary, Finland, Denmark, Norway, Italy, Portugal, Israel, Turkey, Ukraine, Russia, France, Switzerland and Great Britain. From

<sup>1</sup> The official Polish name is „Zlot Pojazdów Militarnych ‘Gąsienice i Podkowy’ Borne Sulinowo”.

the very beginning the rally has developed very intensively, thanks to the efforts of the organizers, who skillfully promote the event among numerous groups of military enthusiasts. The rally features a tankodrome, where participants and visitors can enjoy a ride in a military or off-road vehicle.

Borne Sulinowo is most frequently visited by tourists in the summer period, when the International Rally of Military Vehicles is organised. Following later editions of the event, an Association of Borne Sulinowo Military History Enthusiasts was established in order to facilitate the organization of the rally. The importance of the event for the region is confirmed by numerous patrons, sponsors and honorary patrons, which include the Polish Army, the Museum of Land Forces in Bydgoszcz, the Museum of Polish Arms in Kołobrzeg, the Museum of the Training Centre of Land Forces in Poznań, numerous historical reconstruction groups, the Minister of National Defence and the governor of Zachodniopomorskie Province. It is no surprise that the commune's paramilitary tourism is strongly promoted, both as a way of educating tourists about the history of the town and its surroundings and by providing various forms of tourist activities. In the last decade, interest in the event has been growing, leading to a rise in the number of foreign participants and tourists. The biggest challenge for the organisers is to accommodate a large number of participants and guests, military vehicles, catering and sanitary facilities in the area made available for the rally. The square where the event takes place can no longer be extended because it is surrounded by privately-owned plots of land and state forest areas. At the same time, the amount of military equipment brought by rally participants keeps growing. In 2005, during the second edition of the rally, 261 military vehicles arrived, 83 more than in the first edition. The number of exhibited vehicles grew very rapidly in the following editions, reaching 600 four years later, which is close to the maximum capacity of the rally square. During the 7th edition in 2010, the rally grounds hosted 569 military vehicles and 22 encampments of historical reconstruction groups; 597 civilian cars and 56 motorbikes were parked outside the immediate area of the rally. During the next seven editions the number of military vehicles ranged from 600 to 605. In 2018, the rally was able to accommodate 607 military vehicles of various types thanks to a maximum expansion of the rally area and a very good logistical preparation. That increase was important because it raises the historical value of the event. During the last ten editions of the rally (between 2009 and 2018), the number of rally participants has ranged from 4000 to 4500, while the estimated number of tourists was between 10 000 and 14 000. Since the first edition, the rally camp has also been constantly changing. More and more groups in the camp are becoming military and reconstruction-oriented, with participants wearing uniforms of formations they are trying to recreate. As a result of this development, permanent cooperation has been established with Polish Army units, which is manifested by an annual exhibition of modern military equipment used in the army and the

honorary patronage of the Minister of National Defence. The popularity and significance of the rally has been recognised by awards granted in 2008 and 2011 for the best tourism event promoting Zachodniopomorskie province. Between 2004 and 2019 the rally was organised 16 times.

## 6. The tourism space in Borne Sulinowo

The commune of Borne Sulinowo, largely consisting of post-military areas, since the withdrawal of the Soviet Army in 1993 had to invest a lot of money in order to become an attractive tourist destination. The transformation of the town, which was in the hands of the army for about 60 years, for civilian purposes turned out to be very difficult and expensive. Investments made so far have not been sufficient to tap all of the commune's tourism potential. In order to develop the commune's tourist functions, improvements have been made not only to the tourism infrastructure, including accommodation and catering facilities, but also to elements of the public space, such as car parks, roads, parking bays, pavements, road and street lighting, water supply systems, outdoor gyms, playgrounds, green areas, camping sites, viewpoints and fisheries. 2012 saw the completion of a project aimed at increasing the attractiveness of Lake Pile through the construction of a recreational and educational infrastructure, which received funding from the European Fisheries Fund under Axis 4, Operational Programme "Sustainable Development of the Fisheries Sector and Coastal Fishing Areas 2007-2013". The project was the first in a series of activities planned for the following years. During the project, 2 piers were built in one of the bays<sup>2</sup> with thematic information boards about the largest water reservoir in the commune.

Mutual cooperation with the local community, partner organisations and local sponsors plays an important role in the commune's tourism policy. This cooperation is one of the key factors enabling the development and promotion of tourism. Some of these partners include the Association of Borne Sulinowo Military History Enthusiasts, the Association for the Development of Tourist-Sport Aviation, the Society of the Pilawa River Friends, the Local Tourist Organisation.

Paradoxically, decades of military use have helped to preserve a valuable plant habitat in the commune, including the largest heathland in Europe, which constitutes a habitat refuge of the Natura 2000 network and overlaps with the Diabelskie Pustacie nature reserve established in 2008. Although the heathland has existed for a long time, it has only been made accessible after civil authorities took over

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<sup>2</sup> The Polish name of the bay is Zatoka Spokojna (Quiet Bay), located in the western part of the lake.

the land and applied for the establishment of a nature reserve in the area. In addition to the area's natural values, there are a number of anthropogenic resources, mostly military monuments. In addition to their conservation function, the nature reserves located in Borne Sulinowo serve scientific and educational purposes, which are connected with various educational events, such as lectures, thematic competitions, meetings with young people, film shows, workshops, thematic classes. The reserves are available for tourist and recreational purposes thanks to a number of bicycle and hiking trails.

The commune of Borne Sulinowo has a small catering and accommodation base. The vast majority of restaurants and bars operate in the vicinity or next to guest houses, and in principle only in the summer season. In 2019, there were 10 catering establishments and 19 different accommodation facilities in the commune, which is sufficient to meet the demand during the tourist season.

## **7. Conclusions**

Borne Sulinowo belongs to a constantly growing group of communes where tourism and related sectors of the tourism economy constitute an important part of the economic space. The regeneration activities discussed in the article demonstrate how tourism can be used as a factor stimulating local socio-economic development. The revitalised areas in the commune were not originally identified as attractive for tourism (mainly because of their military functions), but following the creation of the area revitalisation programme, new tourist functions were identified, which would regenerate the local economy and gradually become attractive elements of the commune's tourism offering.

It is also important to mention that 30% of the commune's area is protected as part of the Natura 2000 programme. This means that any potential investments in these areas have to comply with environmental protection regulations, which are a challenge for potential investors but help to protect the environment against undesirable changes. Local authorities promote the development of individual tourism rather than mass tourism and strive to create a tourism product based on local history, with respect for natural values, according to the principles of sustainable tourism development. For local government authorities, the development of tourism and implementation of revitalisation investments connected with tourism is a way of diversifying the local economy and creating a tourism space, which is consistent with the principle of sustainable development (Burić & Kovacic 2021). Such actions should be preceded by a thorough inventory of the natural, cultural or tourism resources. Such an inventory can then be used to carry out a SWOT analysis of the area from the point of view of development of local

tourism economy and will help to identify directions of further development of tourism in the region. It would be inappropriate to initiate pro-tourism activities (including revitalisation and activities connected with sustainable development), and then to create local tourism products on the basis of the existing resources (e.g. events such as rallies) which will not meet tourists' needs. Local authorities should also encourage local entrepreneurs and communities to get engaged in activities connected with the implementation of sustainable development in a given area. Activities aimed at developing tourism, including revitalisation activities, should constitute an important element of a long-term strategy of regional and local development (Głąbiński, Szostak, & Zalewski, 2016).

The example of the International Rally of Military Vehicles in Borny Sulinowo shows how a mass event can be used as a tool for promoting the emerging tourism product and how it can directly or indirectly support the implementation of objectives set out in the Local Revitalisation Programme for Borny Sulinowo in the social, economic, spatial and infrastructural dimension. It can be concluded that the Rally had a positive impact on the revitalisation activities because:

1. The first editions of the rally showed the commune's inhabitants that its history and space is attractive for tourists, which convinced them that the development of tourism in Borne Sulinowo is a good direction.

2. The organisation of the first editions of the rally encouraged the local community to form associations and get involved in activities aimed at developing tourism in the commune.

3. History enthusiasts and lovers of militaria who come to the rally ask for more information about specific objects (e.g. bunkers) and are interested in visiting them, which motivates the local authorities to take stock of the endogenous tourism potential of the commune and adapt objects located in the commune for tourism purposes; a good example of this is the historical bicycle and footpath that takes visitors on a tour of military bunkers in the Czarnobór Forest District.

4. The rally attracts many more tourists (rally participants and visitors) than in the rest of the summer season and is a good indication of any infrastructural inadequacies.

5. The rally makes Borne Sulinowo an important place for history and military enthusiasts from all over Poland and Europe, strengthening the brand of the emerging tourism product of the commune and encouraging the authorities, the community and representatives of local business to continue revitalization activities.

6. Tourists and rally participants use the available forms of recreation, which stimulates the development of the necessary infrastructure and the revitalisation of spaces that have potential in this regard.

7. The rally generates profits for the commune, which are also used to finance revitalisation activities in all four key dimensions.

The commune of Borne Sulinowo is developing sustainable tourism which meets the needs of tourists and the local community. The commune manages all available resources so that economic, social and aesthetic needs are satisfied. While the revitalisation programme included a number of activities which were supposed to regenerate the local community, it is the Rally of Military Vehicles that has been the main factor engaging inhabitants of Borne Sulinowo, who now, thanks to the rally, feel more integrated with the area they live in. The revitalisation activities have significantly improved the visual aspects of the commune, the quality of life of its inhabitants, have made the commune a more attractive place of residence, have boosted the development of services and entrepreneurial attitudes (e.g. the creation of companies organising sightseeing tours in Borne Sulinowo). Another benefit of revitalisation is a higher sense of safety, which is important for both inhabitants and tourists. It can therefore be concluded that a mass event is a good way of supporting the process of regenerating degraded post-military space, as demonstrated by the example of Borne Sulinowo.

The same conclusion can be drawn with respect to the revitalisation of post-industrial sites for the purposes of tourism, to be used for accommodation. In the case of Borne Sulinowo, revitalisation consisted in giving a new life to the post-military space, previously considered unattractive. The organisation of the annual rally required the development of the urban infrastructure and tourism and service facilities; it also helped to regenerate the space and preserve its attractive elements for tourists. It is also worth noting that revitalisation is often linked to the acquisition of EU funds, which provides an opportunity for local government to acquire new skills that can be used in the future (Panasiuk, 2014).

The best way to implement a new sustainable tourism product is to revitalise the existing space. This involves identifying areas of tourism activity that could provide the greatest sustainable local socio-economic benefits, understanding why different revitalisation initiatives in different areas of tourism have brought market success or failure, identifying what qualifications and endogenous resources are missing or insufficient in the local tourism market, identifying target groups of tourists who need to be catered for the most and who will benefit from the development of a local tourism product, creating local tourism products based on the existing resources (Szostak, Zalewski, 2017).

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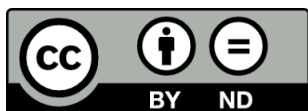
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## Event marketing jako narzędzie wspierające proces rewitalizacji powojaskowej przestrzeni turystycznej i jej wpływ na zrównoważony rozwój analizowanej przestrzeni na przykładzie gminy Borneo Sulinowa

**Streszczenie.** Artykuł stanowi analizę przypadku w zakresie wdrażania zasad zrównoważonego rozwoju gminy Borneo Sulinowo jako korelacji między wykorzystaniem i wdrożeniem działań eventmarketingowych – narzędzia służącego komunikacji marketingowej produktu turystycznego stworzonego a powojaskową przestrzenią turystyczną, która została poddana konkretnym działaniom rewitalizacyjnym. Celem artykułu jest ukazanie możliwości wykorzystania event marketingu jako narzędzia wspierającego rozwój przestrzeni turystycznej tworzącej się w procesie rewitalizacji obszarów powojaskowych, i wskazanie elementów, które mogą służyć samorządom lokalnym do rozwoju i promocji swojej przestrzeni turystycznej z punktu widzenia wymagań związanych ze zrównoważonym rozwojem (daną przestrzeń należy w sposób ukierunkowany rewitalizować niż przywracać jej dawny status). Główną zastosowaną metodą jest analiza przypadku, jakim jest organizowany w Borneo Sulinowie zlot pojazdów militarnych w trakcie procesu rewitalizacji przestrzeni miasta. Materiał badawczy do powstania tego opracowania został zebrany głównie przy użyciu metody obserwacji bezpośredniej, w tym uczestniczącej, a także analizy dostępnej literatury i zasobów internetowych. Imprezy masowe mogą być wykorzystywane jako narzędzie promocji tworzącego się produktu turystycznego, które pośrednio lub bezpośrednio może pomóc w zrealizowaniu poszczególnych założeń określonych w programie rewitalizacji obszaru. Istotnym czynnikiem przy wyborze tego narzędzia jako formy wsparcia dla procesu rewitalizacji jest fakt, że może ono posłużyć przekonaniu lokalnej społeczności poprzez ukazanie korzyściach i możliwości płynących z zachodzących zmian.

**Słowa kluczowe:** marketing, rewitalizacja, event marketing, przestrzeń turystyczna, zrównoważony rozwój



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