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MUSEUM MARKETING IN KAZAKHSTAN: PRIORITIES AND DEVELOPMENT METHODS

Abstract. The function of museums, except preserving cultural heritage, is playing educational, communication, and tourism center. The development of IT, the changing societal needs, and increasing competition force museums to incorporate marketing methods into their activities. Article analyzes the cultural and social roles of museums and examines the characteristics and development methods of modern global museum marketing. The main aim is identifying the features, content, methods, and effectiveness of museum marketing, and analyzing marketing tools to increasing the visibility of museums and implementing cultural and social mission.

The study uses theoretical and comparative analysis, as well as content analysis methods. Based on the theoretical research method, a review of domestic and international works of museum marketing was conducted. This method allowed for the systematization of theoretical aspects of museum marketing. The comparative analysis method was used to identify the effective aspects of marketing practices by comparing the marketing experiences of Kazakhstani and world museums. The article identifies the main priorities of museum activities and provides several specific recommendations aimed at increasing their competitiveness. The article emphasizes modern strategies and practical tools of museum marketing. The experience of the National Museum of RK is considered as the research object.

Keywords: National Museum of the Republic of Kazakhstan, museum marketing, museum work, culture, new technology.

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Introduction

Since Kazakhstan gained independence, significant reforms have been carried out in the museum sector, with restructuring efforts implemented to modernize museum services. During the Soviet era, museum development and continuity were funded by the state, serving as a primary tool for fostering patriotism. At that time, museums offered free services and were not seen as a potential source of tourism. However, the dissolution of the USSR in 1990 brought substantial changes. Due to a decline in socio-economic conditions, the number of visitors to museums sharply decreased, and museums became merely places to preserve ancient historical artifacts.

During this challenging period, museums faced two major issues. The first was to preserve traditional culture without changes, and the second was to resist these changes while seeking new paths or directions.

Today, museums are not only places to preserve cultural heritage but also serve as significant centers for education, communication, and tourism. The COVID-19 pandemic in 2021 provided new momentum and changes for the museum industry. With rapid technological advancements and societal shifts, museums now have broader responsibilities. These include introducing historical artifacts to the public, engaging youth with history, and encouraging their interest in visiting museums.

The development of information technology, changing societal needs, and increased competition have highlighted the necessity of integrating marketing methods into museum operations.

The primary aim of this study is to identify the features, methods, and effectiveness of modern museum

marketing, and to explore marketing tools that enhance the popularity of museums while supporting their cultural and social missions. Additionally, the study seeks to analyze the marketing practices of museums in Kazakhstan.

One of the key challenges modern museums face is not only attracting visitors but also encouraging them to return. One effective way to achieve this is through museum marketing. Museum marketing is aimed at preserving the social and cultural significance of museums by identifying visitor needs and satisfying their interests.

Key Approaches in Museum Marketing:

1. Audience Research. Museum marketing requires an in-depth study of the interests and needs of specific target groups. This data allows museums to develop services and offers tailored to various visitor segments.

2. Digital Communication. By effectively utilizing digital technologies and social media, museums can establish close relationships with visitors. Digital communication serves as a powerful tool for engaging and informing audiences through online platforms.

3. Encouraging Repeat Visits. Regularly updating exhibitions and organizing interactive and cultural-educational programs play a crucial role in creating a memorable experience for visitors and encouraging them to return.

Modern museum marketing has become a vital tool for ensuring both the financial sustainability of museums and the fulfillment of their cultural and educational missions. Museum marketing involves a set of strategies and methods designed to promote museum activities, increase visitor numbers, and effectively implement their social and cultural

objectives.

This field not only addresses the scientific, historical, and cultural responsibilities of museums but also focuses on ensuring their financial independence and enhancing their role in society. The application of marketing methods in museums facilitates effective communication with visitors, attracts new audiences, and supports the implementation of culturally and socially significant projects. Despite limited resources, museums in the Commonwealth of Independent States (CIS) countries, including small towns in Russia, are effectively using marketing tools to establish unique brands and expand their audience. (Trjasyuchkina, 2022: 509).

Materials and Methods

The study employed theoretical and comparative analysis methods, as well as content analysis. Through the theoretical research method, literature and articles on the scientific directions of museum marketing were analyzed. The comparative analysis method was used to examine the marketing practices of museums in Kazakhstan and abroad. This research aimed to determine the effectiveness of museum marketing and its role in achieving cultural and social missions. Using content analysis, the websites, social media content, and promotional materials of museums were examined, helping to evaluate the level of marketing tools employed.

The object of the study was the National Museum of the Republic of Kazakhstan. The research focused on the museum's marketing activities, its interaction with society, and its cultural and social role, drawing on the marketing practices of the National Museum of the Republic of

Kazakhstan. The findings of the study aim to identify effective methods of museum marketing and demonstrate their role in enhancing the museum's popularity.

To investigate the theoretical and practical aspects of museum marketing, the study analyzed scientific works and articles, marketing research, and regulatory documents related to museum operations. For a deeper exploration of the theoretical basis, sources were divided into three groups:

1. Scientific Articles. The first group included articles on the topic, such as K.D. Trjasyuchkina's "Features of Marketing in Museums of Small Russian Cities" (Trjasyuchkina, 2022), E.G. Plytnik's "Features of Museum Marketing in Modern Conditions. Vitebsk" (Plytnik, 2014), and K.Y. Mostovaya's "The Development of Museums in the Modern World" (Mostovaya, 2020). These articles analyze the dynamics of modern museum development, exploring their societal role, importance in education and cultural preservation, and the impact of globalization and digitization on museum operations. The works also propose innovative solutions and strategies for modern museums to adapt to new demands.

2. Legislation and Regulations. The second group reviewed laws and regulations aimed at improving museum operations, such as the "Law on Culture" of the Republic of Kazakhstan (2006), which serves as the primary legislative act governing the development of museums and cultural institutions. This law provides insights into the functions, social and cultural significance of museums, and directions for their development. It outlines the state policy in the cultural sector, the diverse activities of museums, and their prospects for growth.

3. Museum Data and Materials. The third group consisted of official materials from the National Museum of the Republic of Kazakhstan, including its website, promotional and PR materials, annual reports, and statistical data. These were analyzed using qualitative and quantitative methods.

Among the key works reviewed were Trjasyuchkina's study (2022), which examines the marketing features of small-town museums in Russia, and E.G. Plytnik's analysis (2014) of museum marketing in modern conditions. K.Y. Mostovaya (2020) focused on the growth dynamics of museums and the challenges they face in a globalized, digital era. The articles emphasized the importance of innovative strategies and solutions for museum adaptation.

Additionally, E. Prosekova's "The Development of Museums in Modern Market Conditions" (Prosekova, 2020) analyzed the economic dependencies of museums, their financial stability, and methods to increase visitor numbers using marketing strategies. Prosekova highlighted the measures necessary for ensuring the income and long-term development of museums in a market economy.

S.A. Klimov's "Marketing and Advertising Tools in Modern Museums" (Klimov, 2020) and A. Stepanenko's "Museums Avoid Using Basic Tools in Marketing Activities" (Stepanenko, 2019) explored the role of marketing and advertising in contemporary museums. They provided insights into effective marketing strategies and advertising tools, emphasizing the importance of modern information technologies in expanding and engaging audiences. The authors noted that museums often fail to fully utilize their potential in marketing

and advertising and stressed the positive impact of simple yet effective tools.

The studies and literature analyzed offered an in-depth examination of the current state of museums, their position in a market economy, and the role of marketing strategies in the cultural sector. The research underscored the importance of increasing social responsibility, attracting new audiences, and ensuring financial stability through innovative methods. These findings contribute to a comprehensive understanding of museum development in contemporary conditions.

Results and Discussions

The 21st century can be called the century of marketing. In a market economy, marketing has become a crucial factor, influencing various fields of society. Marketing (from the English «marketing» – market, sales, trade) is a system for organizing and managing the production, sales, and trade activities of an enterprise (firm, association, etc.). The foundations of marketing science were laid by American professor Philip Kotler. He structured the subject of marketing, defined its key concepts, developed the main ideas, and proposed their implementation methods.

Today, marketing extends beyond the economic sector, penetrating cultural life as well. Museums, initially established as non-profit organizations aimed at disseminating knowledge and culture, are now compelled to adopt marketing practices. One such example is museum marketing. Scholars have introduced the specific term «museum marketing» which has become an integral part of modern museum operations (Plytnik, 2014).

Museum marketing is a branch of marketing aimed at revitalizing museum activities and satisfying the needs of

visitors.

As noted earlier, during the Soviet era, museums were entirely state-controlled and centrally funded. However, since gaining independence, Kazakhstan has introduced several changes to the museum sector. In today's market economy, museums have been allowed to generate additional income, increasing the demand for museum marketing.

The integration of digital technologies and global changes has influenced people's worldviews and perspectives. Therefore, museums must keep pace with the times, consider their visitors' preferences, and work to meet their demands.

Currently, Kazakhstan's legal framework provides specific provisions for implementing museum marketing. For instance, Article 4 of the «Law on Culture» of the Republic of Kazakhstan states:

"State museums and museum-reserves established in the organizational and legal form of state institutions are entitled to provide fee-based services for goods (works, services) unrelated to their primary activities. The fees are not mandatory and are determined by agreement with individuals or legal entities. Revenue from such goods (works, services) is used in accordance with the budget legislation of the Republic of Kazakhstan" (Law on Culture, 2006: URL).

Additionally, Article 5 of the same law stipulates that state museums and museum-reserves are entitled to:

1. Create and process copies of materials of all types, formats, and standards;
2. Provide internet services based on agreements with communication operators;
3. Conduct photo and video shoots;
4. Sell souvenirs and printed materials;

5. Distribute educational and methodological publications and other literature published by the museums or museum-reserves;

6. Process museum collection materials and compile information and references about museum objects, collections, and privately owned items and collections (Law on Culture, 2006: URL).

These provisions demonstrate that the country's museums are given significant opportunities to effectively promote our history and culture while generating additional income.

Compared to commercial organizations, museums can attract resources in two ways:

1. Directly. Museums can increase their budgets by selling goods and services directly to consumers. For example, renting out museum halls for filming movies or music videos can generate revenue and promote the museum to the public. A notable example is the Louvre Museum in France, which allowed the filming of the famous movie «The Da Vinci Code». The film grossed \$147 million in just three days outside the United States (Mostovaya, 2020:28). Similarly, in 2020, the National Museum of the Republic of Kazakhstan hosted the production of «Qazaq: History of the Golden Man», directed by three-time Oscar winner Oliver Stone.

2. Indirectly. This method involves attracting external funding, grants, sponsorships, private donations, and other non-budgetary resources (Prosekova, 2020:59). For example, the National Museum of the Republic of Kazakhstan's Research Institute of Cultural Heritage has successfully secured grants from the Ministry of Education and Science and the Ministry of Culture and Sports of Kazakhstan. These funds have facilitated

the implementation of socially significant cultural programs and projects, as well as the acquisition of valuable historical artifacts for the museum's collection.

Museum marketing generally encompasses two strategic directions:

1. Promoting the museum's role in society. The primary strategic goal is to widely promote national values, the history, culture, and traditions of the people in a modern format, and highlight the museum's activities, exhibits, and artifacts.

2. Advertising the museum's specific goods and services. Museums must not only promote their activities but also showcase their products and capabilities through various marketing strategies (Klimov, 2020:61).

Currently, museums can offer the following goods and services:

1. Organizing exhibitions, expositions, and other cultural events;
2. Preparing books, catalogs, brochures, and other printed products;
3. Producing video films;
4. Publishing periodicals (newspapers, magazines, etc.);
5. Creating souvenirs and gifts;
6. Renting out parts of their premises (halls, equipment, etc.).

In today's world, it is crucial for museums to keep pace with the times and revitalize their work by leveraging new technologies and opportunities. Therefore, particular attention should be paid to the following modern methods of conducting museum marketing:

1. Establishing connections with patrons, sponsors, and collectors interested in the country's history and culture. It is well-known that many of the world's most famous museums initially began with private collections and later achieved significant recognition. For

instance, leading museums such as the British Museum and the Tretyakov Gallery started by collecting private individuals' collections. Similarly, the National Museum of the Republic of Kazakhstan proudly features the private collection of prominent statesman and public figure Imangali Tasmagambetov. This collection includes approximately 1,380 valuable artifacts, such as archaeological relics, jewelry, equestrian equipment, and more.

2. Creating a unique museum brand. For example, the mention of the National Museum of Kazakhstan immediately brings to mind the "Golden Man", a Scythian warrior discovered in the Issyk burial mound. Within the framework of the international project «The Procession of the Golden Man through the World Museums» this precious artifact was showcased in 13 countries, including China, Russia, South Korea, Turkey, Greece, North Macedonia, Malaysia, India, Belarus, and Uzbekistan, from 2017 to 2020, attracting over 2 million visitors. As a result, this project won the «People's Favorite» national award in the «Project of the Year» category.

3. Organizing free and paid courses and clubs. For instance, the National Museum of Kazakhstan established a Coordination and Methodological Center for the Development of Museums in Kazakhstan, which conducts training seminars and webinars for museum staff across the country. Additionally, clubs such as «Craftsmanship» and «Fine Arts» are organized for schoolchildren.

Modern technology and methodologies are essential for educating children, even in the museum sector, which has its own specialized direction called museum pedagogy. While traditional approaches prohibited physical interaction with exhibits, advanced museums worldwide

now allow visitors to engage directly with historical artifacts. Consequently, guest feedback and suggestions are vital for effective museum marketing (Stepanenko, 2019:28). For example, the My Kazakhstan cultural and educational exhibition project, launched at the National Museum of Kazakhstan, helps young children and teenagers enhance their knowledge through modern technologies. A newly designed hall featuring themes like The Nature of Kazakhstan, Geography of Kazakhstan, The Great Silk Road, and Archaeological Monuments of Kazakhstan has already received positive feedback.

4. Attracting visitors through mass media, official websites, social networks, and other communication tools. Social media, in particular, plays a significant role today. Most people have become accustomed to accessing information and providing feedback via platforms like Facebook and Instagram. Therefore, it is necessary to train specialists such as SMM experts and PR managers for the museum sector. For example, the Media Relations department at the National Museum of Kazakhstan currently employs young specialists with degrees in Public Relations (PR).

Thus, employing marketing methods and techniques is vital for revitalizing museums and boosting their development. This, in turn, provides excellent opportunities to promote the country's history and culture while contributing to the growth of the tourism sector.

Conclusion

The research highlights significant aspects of modern museum marketing and its effectiveness in enhancing the cultural and social role of museums. Advances in information technology

and societal changes compel museums to adopt innovative marketing methods, improving their operations and boosting competitiveness. The study examined the marketing activities of both Kazakhstani and international museums. It was found that marketing strategies in most Kazakhstani museums are still underdeveloped. In contrast, advanced countries employ innovative methods, such as virtual tours, interactive exhibitions, and special events, to increase visitor numbers and attract audiences.

Modern museum marketing goes beyond disseminating information or preserving cultural heritage; it also involves strengthening public engagement, increasing popularity, and attracting visitors through comprehensive approaches. Marketing strategies and methods serve as effective tools for achieving these goals.

The research examined the marketing practices of the National Museum of Kazakhstan, identifying successful experiences and effective methods. Using marketing tools aligned with the museum's priorities and its social and cultural mission contributes to the sustainable development of museums and strengthens their role in society.

The specific measures and strategies proposed in the article aim to improve the effectiveness of museum marketing, expand museum audiences, and enhance services. These concepts can be beneficial for the National Museum of Kazakhstan and other cultural institutions.

Overall, modern museum marketing is a vital component of the cultural sector, acting as an effective tool to fulfill museums' social responsibilities and promote cultural heritage. Developing museum marketing and implementing innovative methods open significant

opportunities to strengthen museums' roles in society and increase their popularity.

Several recommendations can be made to enhance the marketing system of the National Museum of Kazakhstan. These recommendations aim to boost the museum's competitiveness, increase its popularity, and effectively fulfill its cultural and social mission. Key recommendations include:

1. Enhancing digital marketing. With the development of information technologies and the widespread use of the internet, digital tools should be actively utilized in museum marketing strategies. Improving the museum's official website and social media content can enhance visibility and audience engagement. Virtual tours, online exhibitions, and interactive content (posts, Q&A sessions, contests) on social platforms can help expand the museum's audience.

2. Collaboration between the museum and the tourism sector. Partnerships with travel agencies, hotels, and tour operators can increase the museum's popularity. Visiting the museum should become an integral part of tourist itineraries. Creating tourist packages and special offers (e.g., group tickets, family discounts) can also boost the museum's revenue.

3. Strengthening visitor engagement. Establishing close relationships with visitors is crucial. Collecting feedback, conducting surveys, and maintaining regular communication through email newsletters or dedicated apps would be effective. Additionally, creating special clubs or membership programs offering discounts and privileges to visitors can enhance engagement.

4. Developing educational and social programs. A museum should not only hold exhibitions but also offer educational services. While this area is well-developed at the National Museum of Kazakhstan, organizing diverse masterclasses, seminars, lectures, and cultural events can further fulfill its cultural mission and attract more visitors. Social programs and inclusive initiatives (e.g., special programs for people with disabilities) demonstrate the museum's commitment to social responsibility.

5. Conducting marketing research. Regular marketing research is essential for analyzing the museum's current status and understanding visitors' needs. Such studies help identify the museum's strengths and weaknesses, visitors' interests, and areas for improvement.

6. Strengthening advertising and PR activities. Effective advertising and PR strategies are needed to promote all museum events and updates. Close collaboration with public organizations, cultural ministries, and other key institutions can enhance the museum's reputation. Media campaigns highlighting the societal importance of the museum's work are also essential.

7. Applying creative marketing methods. Promoting museum exhibitions and special events creatively is crucial. This can involve engaging popular bloggers and influencers, organizing advertising campaigns, or hosting themed photo or video contests.

The above recommendations are expected to contribute to the improvement of the National Museum of Kazakhstan's marketing system and strengthen its societal role.

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ҚАЗАҚСТАНДАҒЫ МУЗЕЙ МАРКЕТИНГІ: БАСЫМДЫҚТАРЫ МЕН ДАМУ ӘДІСТЕРІ

Аңдатпа. Қазіргі таңда музей қызметі тек мәдени мұраны сақтаумен шектелмей, білім беру, коммуникация және туризм орталығы ретінде де маңызды рөл атқарады. Ақпараттық технологиялардың дамуы мен қоғам қажеттіліктерінің күн сайын өзгеруі және бәсекелестіктің артуы музейлерді өз қызметтеріне маркетингтік әдістерді енгізуге мәжбүр етуде. Осы негізде жазылған ғылыми мақалада музейлердің мәдени және әлеуметтік рөліне талдау жасалынып, қазіргі заманғы әлемдік музей маркетингінің ерекшеліктері мен даму әдістері қарастырылады. Зерттеудің негізгі мақсаты: қазіргі заманғы музей маркетингінің ерекшеліктерін, оның мазмұнын, әдістерін және тиімділігін анықтау арқылы музейлердің танымалдығын арттыру және олардың мәдени-әлеуметтік миссиясын тиімді жүзеге асыруға ықпал ететін маркетингтік құралдарға талдау жасау болып табылады.

Зерттеуде теориялық және салыстырмалы талдау және контент талдау әдістері басшылыққа алынған. Теориялық зерттеу әдісі негізінде музей маркетингінің ғылыми бағыттары туралы жазылған отандық және шетелдік еңбектер мен мақалаларға талдау жұмысы жүргізілді. Бұл әдіс музей маркетингінің теориялық аспектілерін жүйелеуге мүмкіндік берді. Салыстырмалы талдау әдісі негізінде Қазақстандық және шетел музейлерінің маркетингтік тәжірибелерін салыстыру арқылы тиімді жақтарын анықтау жүзеге асырылды. Мақалада музей қызметінің негізгі басымдықтарын айқындап, олардың бәсекеге қабілеттілігін арттыруға бағытталған бірнеше нақты ұсыныстар келтірілген. Музей маркетингінің заманауи стратегиялары мен практикалық құралдарына баса назар аударылған. Зерттеу объектісі ретінде ҚР Ұлттық музейінің тәжірибесі қарастырылды.

Кілт сөздер: ҚР Ұлттық музейі, музей маркетингі, музей ісі, мәдениет, жаңа технология.

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МУЗЕЙНЫЙ МАРКЕТИНГ В КАЗАХСТАНЕ: ПРИОРИТЕТЫ И МЕТОДЫ РАЗВИТИЯ

Аннотация. В настоящее время деятельность музеев не ограничивается только сохранением культурного наследия, но также играет важную роль как образовательный, коммуникационный и туристический центр. Развитие информационных технологий, изменения общественных потребностей и усиление конкуренции вынуждают музеи внедрять маркетинговые методы в свою деятельность. В данной научной статье, написанной на этой основе, проводится анализ культурной и социальной роли музеев, рассматриваются особенности и методы развития современного мирового музейного маркетинга. Цель исследования: определить особенности, содержание, методы и эффективность современного музейного маркетинга, а также провести анализ маркетинговых инструментов, способствующих увеличению популярности музеев и эффективной реализации их культурно-социальной миссии.

В исследовании использовались методы теоретического, сравнительного и контент-анализа. На основе теоретического метода был проведен анализ отечественных и зарубежных трудов и статей о научных подходах к музейному маркетингу. Это позволило систематизировать теоретические аспекты музейного маркетинга. Сравнительный анализ применялся для выявления эффективных сторон маркетингового опыта казахстанских и зарубежных музеев. В статье выделяются основные приоритеты музейной деятельности, приводятся конкретные рекомендации, направленные на повышение их конкурентоспособности. Особое внимание уделено современным стратегиям музейного маркетинга и практическим инструментам. В качестве объекта исследования рассмотрен опыт Национального музея РК.

Ключевые слова: Национальный музей РК, музейный маркетинг, музейное дело, культура, новые технологии.

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