

CONTEMPORARY APPROACHES IN MUSEUM MARKETING STRATEGIES AND APPLICATIONS IN PRIVATE MUSEUMS IN ANKARA

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ABSTRACT

Apart from providing only cultural benefits, the museums aim to attract tourists to international venues by attracting more visitors to these spaces through marketing strategies developed in a global context. On the application of current marketing methods in the museums, significant increases have been made in the number of visitors to the museum each year and in the museum revenues obtained. Different marketing methods will be mentioned in order to ensure the continuity of satisfaction in the museums and to have a place with an extensive collection of museums such as Turkey on the international platform and suggestions will be made in the context of applications in private museums in Ankara.

Keywords: Museum, marketing strategy, museum marketing, Ankara.

1. INTRODUCTION

Museums are the places where a large number of objects are exhibited, which are cultural, spiritual, historical, natural, artistic values. Müller is an institution created to display the cultural riches of societies. In order to enlighten society, it is a scientific center that conducts research on many issues such as the development of the human race, the formation of natural phenomena, and the change that technology has undergone. The museum is the founding element of the public space. The important contributors to the formation of the national values of the countries are the educational institutions which also provide effective participation and permanent learning.

The International Council of Museums (ICOM) defines museums as institutions that are not profit-oriented, constantly serving the community and enabling the development of society, collecting, protecting, preserving, providing education and entertainment for the public, providing material evidence for people and the environment. According to the American Museum and Library Service Act (IMLS), the museum is "a museum that is a public or private non-profit organization, has professional staff, uses concrete objects, is permanently organized for educational or aesthetic purposes, Are defined as organizations that regularly collect them. In this framework are places where presentation of public cultural heritage, important for documentation, documentation and evidence (Ashley, 2005:5).

Museums and museums are also important for Turkey. Museums and museum-related practices have emerged as a contemporary event in Turkey, based on a recent past, which is a sign of the Westernization efforts of the 19th century aimed primarily at preserving rich historical and cultural heritage. This determination of the museum's institutionalization process also highlights two important concepts that

directly affect the shaping of museum practices in Turkey. One of them is the concept of preserving historical and cultural heritage and the other being a contemporary institution that is a sign of westernization (Özkasım ve Ögel, 2005:97). Huang (1997) states that changing the negative images of museums is not simple for museum administrators. It is a new phenomenon that the mills have to take advantage of industrial marketing strategies to make their jobs even bigger. The lack of marketing strategists in the museums makes it very difficult to realize this phenomenon. Marketing in museum management means to match the assets of the museum with the needs of the society, to develop products that meet these needs and to sell these products to a museum where profit can also profit (Hooper-Greenhill, 1994).

From this point of view, the aim of the study will be to investigate ways of attracting more visitors by adapting the marketing mix to the realities and to learn the points of view of the authorities of the private museums in Ankara.

2. MARKETING IN MUSEUMS

Marketing is basically an exchange process to meet the needs and desires of people. Marketing is the process of planning, executing, understanding, distributing, promoting and pricing of products, services, ideas, activities and people. Product, service, experience, activity, people, places, features, organizations, information and ideas are marketable or even marketed. Marketing as a general definition; Understanding customers' needs and expectations, and planning how services can be designed and delivered in this context (Walters, 1992).

Marketing is perceived by many as the only activities and techniques that they have done to sell more of the business world's products and services to their customers. But marketing now has much more meaning than this use. Nowadays, customers have become the focus of their marketing activities. In addition, the marketing concept has included non-profit organizations (Tobelem, 1990: 37). The foundations of marketing methods and methods are still new and their benefits are still being discussed by researchers. The approach to museum marketing is based on profit-oriented marketing and service marketing. The commercial aspect of marketing is handled with a different approach to marketing non-profit museums. In this sense, marketing is aimed at providing customer satisfaction more effectively than profitability. An approach to marketing in this way enables long-term social goals to be addressed with individual needs. They are also institutions that provide services to the clients and have made a soft transition in order to provide services to the visitors from the main purposes of collecting and researching their main purpose (Kotler ve Kotler, 2000). According to Tobelem (1990: 341), marketing has two important factors in the field of museology. These factors:

a) Growth of the museums' capacity: In recent years, the duties and responsibilities of those who work in the museums as a result of the birth of multiple areas of activity have also increased and these responsibilities must be fulfilled (exhibitions, museum education activities, printing and publishing, commercial activities, cultural services etc.)

b) Competition: When the visitors could spend in these spaces, the increase occurred and the result was a more effective understanding of museology in order to get out of the competition. The concept of marketing has come up to day by passing through very different definitions and expressions and it is a definition which is frequently used in museums and art spaces in the recent period. Marketing understanding can be examined under two groups as traditional and contemporary marketing. While the main purpose of the traditional marketing approach is to sell the goods, in the contemporary marketing concept, the front panel of the consumer is in the market. Contemporary marketing concept is dominated by modern and social marketing concept. Modern marketing is aimed at consumers' satisfaction. Under this understanding, consumers are more satisfied and more profit is generated by selling more goods to them. For this, the needs of consumers are determined and the production of goods and services is carried out in this direction. Consumer wants to be satisfied at the highest level (Yazıcı, 2001: 156). While the traditional marketing concept does not consider the visitor desires in advance and the modern marketing concept gives importance to the requests of the people, the situation where the museums are just ordinary places is removed and the education activities are given more importance. Although marketing is not seen as a museum function in the beginning, it now takes place in many museums as an area that has a direct place in museum management (Lewis, 1994). Seagram (1993) stated that the application of

marketing techniques is a necessity for the beauty; To determine the answers of the society's wishes and the way of responding to them, Emphasizes the elements that are more exciting and entertaining in the spaces and the necessity of renewal in this direction.

From the concept of museum product, the museum can direct marketing strategies. The periodical exhibitions considered to be examined within these strategies constitute a large part of the museum product. There are a variety of products that can be marketed due to periodical exhibitions. The periodical exhibitions, which can be used as marketing elements in detail, from poster to brochure to catalog, are an important image, prestige and marketing element for the museums to survive against other cultural institutions. Strategic planning and marketing for the museums is being expressed as an instrument in reaching the widest possible group of visitors in the creation, transmission and dissemination of quality experiences and programs (Kotler ve Kotler, 2000). The museum is a non-profit institution; But it is also a fact that today, profit-oriented institutions also constitute marketing strategies. Although occasionally subjected to extensive commercial criticism, the museum has become institutionalized as a publicly owned educational space that stands farthest from the art trade (Artun, 2011:167). On the other hand, the marketing strategy in the museum is a strategy that is shaped to create the targeted image, representing the corporate identity rather than more revenue. With exceptions, museums are often confronted with financial difficulties, and most museums can not maintain their existence forever, only with the income they earn from cultural organizations and activities. It should be used not only for the purpose of increasing the number of visitors but also at reaching different visitors as well as marketing to enable the museum's social responsibilities to operate in an expanding manner (Rentschler ve Reussner, 2002). According to Artun (2011), visitor associations can be grouped under the titles of museum service areas, outsourced projects, sponsorship activities, corporate communication activities and e-marketing activities. There are elements under which all of these headings should be examined. According to this;

- **E-marketing:** Internet site, allowed e-mail group, online surveys, virtual store, online ticket sales, social networking, internet advertising, e-learning.
- **Corporate communication activities:** Periodical press bulletins, special news, interviews, press conferences, press trips, press breakfast informing brochures.
- **Museum service areas:** museum shops, catering areas, toilets, rest areas, cloakroom.
- **Outside projects:** Municipal cooperation, projects run by local people, promotional activities at tourism fairs like WTM, ITB Berlin, Utrecht, promotion activities at various museum forums.
- **Sponsorship activities:** permanent exhibitions, sections, building restorations, publications (Artun, 2011).

2.1. Product

The museum product is the sum of the images the customers create in the minds of the customers through the services they offer. That is, the impressions that museum products customers get from collections are the perception of the behavior, attitude and appearance of all the employees, the overall atmosphere of the museum and the influences of the additional services. In this respect, the concept of product in the museums should be covered more broadly than the concept of product in commercial enterprises. In the past, collections that used to come to mind were kept in mind when they were called products. The impressions of these products in the eyes of the customers are neglected, they are only offered to the public by designing the presentation by a specialist. Today, however, increasing competition and funds have led to the need for more market-oriented products. Today, we do not only entrust our products to antique product specialists, but also employ staff with marketing knowledge who can understand customers' wishes and desires (Vergo, 1989: 2).

2.2. Price

Visitors are a source of income for the merchants. Various events must be charged within free days of creation and pricing category on certain days and weeks (Kotler, 2008:28). In pricing, the location of the museum, the visitor rate, the organizations it supports, sponsors, etc. Factors are important. On the

other hand, sales promotions should also be examined under the pricing heading, which should lead to the results of the research.

2.3. Promotion in Museums

Forms such as promotion, advertising, public relations and direct marketing can be applied. Nowadays the museum initiates a digital environment for such activities and uses this environment to support the entrustment process (Kotler, 2008:28). According to this, we can see that many companies, institutions, foundations and even individuals can continue their existence in digital environment through social media. On the other hand, if we consider the museum, the museum is also in digital form using its own web page and other social networks. Public relations, promotional and promotional activities are part of the backing of the activities. This will facilitate purchasing by the operator or a product consumer and the communication process, which is the most important stage of marketing, will be started.

2.3.1. Personal Sales

Personal sales and image creation strategies are the most commonly used tools for communication by service providers. Especially the personal sales play the most important role in the development of expectations. The front door staff, the shop inside the museum and the employees in the cafeteria are the ones that come into contact with the customers in the museums. Therefore, they need to be chosen more carefully. Any environment in which museum staff can be present with existing and potential customers should be turned into a promotional advantage. Ideally, the surcharge should always include personal sales. Because the customers are one. They are the ones who make personal sales. Hence, efforts to develop sales that a well-trained salesperson can apply to individuals will be more beneficial.

2.3.2. Advertisement

The museum aims to create a good image of the organization through advertising, to increase museum use, to attack against its competitors, and to inform customers about their new collections and activities. Before analyzing whether an ad is an effective tool in the sense of a hold, the purpose of doing it must be clearly stated so that you can make the right decisions. Objectives begin by identifying what to advertise in advertising via advertising. So firstly it is necessary to determine which aspect of the museum will be the advertising topic (McClean, 1996: 149).

2.3.3. Public Relations and Publicity

Public relations are planned and continuous activities carried out in order to establish good relations with the target masses of the museums. George and Berry (1983) emphasized that when a museum begins to communicate with the public, it must pay attention to the following points:

- The role of personal sales,
- Providing hand-held hints,
- Clear understanding of the service,
- Continuity in communication,
- Making promises for things that can be done,
- Use of the words,
- Direct communication with employees.

2.3.4. Word of Mouth Communication

Oral communication is more effective than advertising. Customers who come to the museum transfer their impressions from the museum to others and this is how the mouth communication is done. Before the customers can come to the museum, they have an expectation about the museum. When they arrive in the museum they decide that they will come back once more by looking at the technical and functional quality dimensions of the service the museum offers. If this communication is positive, it will support other forms of communication and will positively affect the success of the promotional activities (McClean, 1996: 155).

2.4. Distribution

It makes it possible for the consumer or the museum to experience the museum product inside or outside the museum. Examples of these are the shops in the airports. Some fair distribution centers can be located outside the museum and can be accessed by visitors (Kotler, 2008).

2.5. Education in Museums

It acts as a driving force in fulfilling the missions of the educational institutions. There is still no consensus on how the museums should develop a strategy for education. The educational needs of today are very different from those of the 19th century traveler. The education needs to be reconsidered with the support of educational scientists and social scientists. First of all, it should be accepted that education is the basic element of all the functions of the museum. Education should not be considered as a separate part or function. Cooperation should be made in this regard with other business. The museum has recently been regarded as a demonstration that the student will not be abstract and has emphasized the importance of learning by living supported by visual and auditory elements (Hooper-Greenhill, 1994:140).

3. METHODOLOGY

The research was conducted in the province of Ankara, which is a famous province with its museums and which hosts important treasures throughout the history of the Republic. The research was conducted by face to face contact with museum officials on 8-9th and 15-16th of April in 2017 due to the proximity of Konya-Ankara cities. While the researcher's universe was composed of 70 museums in Ankara, the researcher preferred to work with private works in Ankara, operating under the supervision of the Ministry of Culture and Tourism. With the 39 number of private museums in Ankara, the researcher determined the number of museums to be interviewed for reasons such as time problems, difficulty and cost of accessing some museums and intense weekday programs of some museums. The researcher first contacted them by telephone to obtain the necessary permits from the museum authorities on the subject of the work, then visited the museums after receiving the permission, and conducted interviews. Two of the museum officials were interviewed on the telephone. As a sampling method in the research, criterion sampling is preferred from purposeful sampling methods. In this method, the sampling criterion is to discuss with the participants of the museum adopting marketing activities (Yıldırım ve Şimşek, 2011).

In this study, one of the qualitative research patterns (case study) design is used. The case study is described in many different ways. It is a systematic review of one or more events, especially in order to identify cases. Hagan (2006: 240) describes the case study as an in-depth qualitative study of one or more events. In qualitative research, sample size is one of the clearest points of uncertainty and strategies are used instead of methodological rules. The size of the sample in qualitative research depends on what is being learned, the purpose of the research, what is useful and what can be done with the time and resources at hand (Patton, 2014: 242). Yıldırım and Şimşek (2011: 115), who quoted from Glaser and Strauss, suggest that, until the concepts and processes that may be the answer of the research question begin to repeat (saturation point), data must continue to be collected.

In order to be an important method affecting the extent and depth of the answers given to the questions, in-depth interviewing method was used as qualitative research methods as data collection tool in the research (Yıldırım ve Şimşek, 2011). The obtained content was analyzed by analytical method. Content analysis was carried out by all researchers at two different times, with the aim of increasing the validity and reliability of studying the validity and reliability of the content analysis in the same way that different researchers coded the same data set in the same way as the same researcher was coded at the same time at the same time (Yıldırım ve Şimşek, 2011: 233).

Table 1. Private Museums Inspected by the Ministry of Culture in Ankara

(There are some colleges and some institutions and private museums belonging to the Ministry of Culture under the supervision of the Ministry of Culture).

1	Rahmi M. Koç Museum Ankara	21	Beypazarı City History Museum
2	Meteorology Museum	22	Beypazarı History and Culture Museum
3	Martyr Cuma Dağ Natural History Museum	23	Beypazarı Living Museum
4	METU Natural History Museum	24	Çankaya Atatürk Mansion Museum
5	Yüksel Erimtan Archeology and Art Museum	25	Gazi University Faculty of Vocational Education Prof. Ülker Muncuk Museum
6	75th Year Republican Education Museum	26	Kecioren Municipality Ethnography Museum
7	Ataturk Waggon and Ataturk Housing Museums	27	Kızılcahamam - Hocalı Museum
8	Private TED Ankara College Foundation Museum	28	Mustafa Ayaz Foundation Plastic Arts Museum
9	PTT Stamp Museum	29	Industry and Technology Museum
10	TCDD Malıköy Museum	30	Sebahattin Yıldız Museum
11	TCDD Museum and Art Gallery	31	Şerife Uludağ Girls' Maturation Institute 100th Year Museum
12	Telecommunication Museum	32	Soil Crop Office Museum
13	Turkish Air Museum	33	TRT Publishing Historical Museum
14	Turkey Forestry Museum	34	Turkish Bath Museum
15	Ziraat Bank Museum	35	Turkish Bar Association Law Museum
16	Atatürk Forest Farm Museum and Exhibition Hall	36	Ulucanlar Prison Museum
17	Ankara University Educational Sciences Faculty Toy Museum	37	Museum of Foundation Works
18	Anatolian Architecture and Furniture Cultural Heritage Museum	38	Faculty of Agriculture Museum
19	Ankara Children's Museum	39	Gökyay Chess Sports and Culture Foundation Museum
20	Ankara Intangible Cultural Heritage Museum		

Source: Turkish Republic Culture and Tourism Ministry, General Directorate of Cultural Assets and Museums, Private Museums

Table 2. Applications of Private Museums in Terms of Marketing Activities in Ankara

No	Museums	Personal Sales	Advertisement	Word of Mouth Communication	Educational Activities	Distribution
1	M 1	X	X	X	X	X
2	M 2		X	X		
3	M 3	X	X	X	X	X
4	M 4			X		
5	M 5	X	X		X	X
6	M 6		X		X	
7	M 7	X	X	X		
8	M 8	X	X			
9	M 9		X	X	X	
10	M 10	X	X	X	X	X
11	M 11		X	X		X

When Table 2 is examined, it is seen that personal sales and advertisements are increased in the last years, while the personal museum experiences are also transferred to the person and the recognition of the museums is ensured. Educational activities are also supported by educational programs for students and adults in the museums, but these extra activities have an important share in the marketing of the museums.

3.1. Demographic Data

Participant	Sex	Age	Educational Status
P 1	Male	44	University
P 2	Male	58	High School
P 3	Male	36	University
P 4	Female	42	University
P 5	Male	28	University
P 6	Female	41	University
P 7	Male	52	University
P 8	Male	38	University
P 9	Female	31	University
P 10	Male	37	University
P 11	Female	27	University

Of the 11 people interviewed about marketing in the museums, 4 are women and 7 are men. When the age ranges are examined, a scale ranging from 27 to 58 years is seen. Other than one of the participants, the others were university graduates and they stated that they graduated from the field-relevant departments. These areas include archeology, art history, social sciences and history departments.

Almost all of the sampled museums do not have all marketing methods, but according to their concepts and infrastructures, each museum has developed and implemented various marketing methods such as personal sales, advertising, oral communication, educational activities and distribution. The realization of these activities makes these non-profit organizations more attractive centers and helps them to benefit more effectively.

When the participant is asked whether they have marketing units in the museums they are working for;

“The marketing unit is an integral part of our museum, and our marketing department's retirement is important to us in the activities of our museum” (P1)

“Our best marketing method is our ad format, which is called mouth-to-mouth advertising.” (P5)

“At the marketing point, the most previous tour is the narration to the others” (P4).

At the point of distribution, what kind of facilities are provided to the visitors are the expressions of participants:

“Some people come from very distant places to get services from the bridges and they separate their time. We think that these people should be provided with opportunities to make them feel more special. So we install some schools, entertainment places, bus exhibitions or stands” (P3)

As the attendees were asked what kind of feedback they received about their satisfaction with the marketing activities of those who visited the museum;

“The feedbacks are very positive, the old museum knows how to change the way you travel. This positively affects the viewpoint of the society in the society” (P10)

“Having determined the concept of contemporary museology has brought us to an important point among museums which is preferred. When you see the incoming e-mails, they tell you that they are not passive to different communication channels and that they do not prefer to see it” (P11).

It has been responded to the opportunity to learn to live by the opportunity to have activities such as educational events in the foreground in the last years and to integrate with the works in the museums;

“We pay special attention to educational activities in our museum. This can be in the form of school groups or individual participation in the school age” (P9).

Participants indicated that they were working with agencies that did not require a lot of money and donors would not attract too much reaction about what kind of information was included in the advertisement for the museum.

“In general, we prefer advertisements that clearly indicate the organization and identity of the museum, that the communication and transportation information of the museum is shared, that it is open, but that it is not filled with much information and that the logo and image are clear” (P2).

“First of all, our goal is to determine who, what, how, when, where, how often, how often, and what we are trying to reach the target audience. For now we have been doing this advertising business ourselves, but we are now thinking to get more professional supportive help.” (P6).

According to what we obtain from the museum authorities, one-to-one communication is also affecting important gains in personal sales. The information given by the participants in this regard is as follows:

“We do this through our museum guides. This is because visitors or groups who receive information from the guide in the museum are not allowed to remain in the museum as souvenirs, They are directed to such departments. This is quite important for us”(P7).

“We are not running a separate one for this. Museum visitors, museum trainers, front door staff and shop staff are already doing personal sales. We have improved the image of a kind of museum. And we provide information and trainings on how to approach all employees at this point”(P8).

4. CONCLUSION

Participants at the interviews argued that in recent years the diversity of management understanding in the museums and the application of different methods to attract more visitors have been a very important step in museology. The use of different marketing channels has resulted in diversity in the activities offered by the museums, not only for local tourists but also for foreign tourists. Participants who are very young in the study and trained in the related fields and who are involved in the said organizations have reviewed the techniques, advertisements, training and marketing methods used in the foreign countries and stated that they are in appropriate conditions to adapt them to their own museums and that they are in contact with foreign museums.

Museums for purposes of management, strategic planning and marketing more reach a wide audience, raise income, increase visitor satisfaction and offer more opportunities. But adopting the right goals, creating appropriate strategies, and implementing feasible marketing techniques constitute the main problems for non-profit institutions. Museum directors and staff remain alone with some unanswered questions. What purposes are appropriate to increase the strength of the museum and take its mission forward?

With the recent developments in modern museology and the new trends that have been developed in recent years, the museums have become places where only the leisure time can be spent and the possibility of socialization at the same time. It was tried to attract more visitors by creating environments where more active participation would take place in this event. The first major step of the marketing was taken, with the existing capacities and quality of the mills increased and the emphasis was placed on establishing more direct relationships with the hill. The beginning of these marketing activities in Ankara, which is an important museum city of Turkey, is also influenced by foreigners. Because this change in the environment has started in the first place abroad and this change has increased in Turkey in recent years.

Apart from the museums which have developed quite a bit in this area, there are also new crawlers and self-developed museums. From this point, it is possible to develop programs and projects jointly with foreign museum employees by keeping track of new developments in marketing of the museums and keeping track of changes abroad. The appropriate environment for each future group and training events should be established if possible. Promotions should be made in the national and international media. Appropriate environments should also be created for people with disabilities so that they can benefit from these spaces at a high level.

By means of many services and innovations that can be developed in this respect, customer loyalty and commitment can be provided more. The right and effective marketing strategies that can be applied will be an important step in creating visitor satisfaction and loyalty.

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