# Indonesian Journal of Law and Economics Review

ISSN (ONLINE) 2598 9928

Website

INDONESIAN JOURNAL OF LAW AND ECONOMIC

UNIVERSITAS MUHAMMADIYAH SIDOARJO

PUBLISHED BY

# Indonesian Journal of Law and Economics Review

# Table Of Contents

## Originality Statement

The author[s] declare that this article is their own work and to the best of their knowledge it contains no materials previously published or written by another person, or substantial proportions of material which have been accepted for the published of any other published materials, except where due acknowledgement is made in the article. Any contribution made to the research by others, with whom author[s] have work, is explicitly acknowledged in the article.

## Conflict of Interest Statement

The author[s] declare that this article was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

## Copyright Statement

# Indonesian Journal of Law and Economics Review

## EDITORIAL TEAM

### Editor in Chief

Dr. Wisnu Panggah Setiyono, Universitas Muhammadiyah Sidoarjo, Indonesia (Scopus) (Sinta)

### Managing Editor

Rifqi Ridlo Phahlevy , Universitas Muhammadiyah Sidoarjo, Indonesia (Scopus) (ORCID)

### Editors

Noor Fatimah Mediawati, Universitas Muhammadiyah Sidoarjo, Indonesia (Sinta

Faizal Kurniawan, Universitas Airlangga, Indonesia (Scopus)

M. Zulfa Aulia, Universitas Jambi, Indonesia (Sinta)

Sri Budi Purwaningsih, Universitas Muhammadiyah Sidoarjo, Indonesia (Sinta)

Emy Rosnawati, Universitas Muhammadiyah Sidoarjo, Indonesia (Sinta)

Totok Wahyu Abadi, Universitas Muhammadiyah Sidoarjo, Indonesia (Scopus)
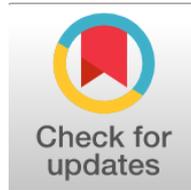
Complete list of editorial team (link)

Complete list of indexing services for this journal (link)

How to submit to this journal (link)

## Article information

### Check this article update (crossmark)



### Check this article impact [(*)]



### Save this article to Mendeley



[(*)] Time for indexing process is various, depends on indexing database platform

# Museum Anthropology and its Impact on the Marketing Mix of Museum Tourism Activity: An Exploratory Study in the Iraqi Museum: Museum Antropologi dan Dampaknya terhadap Campuran Pemasaran Aktivitas Pariwisata Museum: Studi Eksploratori di Museum Irak

**Dr. Sheimaa Hameed Rasheed, sheimaahr79@gmail.com (\*)**

*Mustansiriya University / Faculty of Tourism Sciences, Iraq*

(\*) Corresponding author

## Abstract

**General Background:** Museums play an important role in preserving cultural heritage and supporting cultural tourism development through effective management and interpretation of archaeological collections. **Knowledge Gap:** Despite Iraq's rich archaeological heritage, the integration of museum anthropology within the marketing mix of museum tourism remains limited, resulting in a gap between heritage potential and actual tourism marketing practices. **Aims:** This study aims to analyze the role of museum anthropology dimensions in shaping the marketing mix strategies of museum tourism in Iraq and to identify their contribution to improving tourism performance in museums. **Results:** Using a descriptive analytical approach and data collected from 92 respondents working in the Iraqi Museum and the State Board of Antiquities and Heritage, the museum anthropology has a statistically significant relationship with the 4Cs marketing mix. The spatial dimension demonstrates the strongest contribution to visitor value, pricing, place, and communication elements within the museum tourism marketing framework. **Novelty:** The study provides an integrated analytical model linking museum anthropology dimensions with the 4Cs marketing mix within the context of Iraqi museum tourism. **Implications:** The findings highlight the need for modern marketing strategies, improved interpretation of cultural heritage, stronger institutional collaboration to support sustainable museum tourism development.

**Keywords:** Museum Anthropology, Museum Tourism, Marketing Mix, Cultural Heritage, Tourism Marketing

**Key Findings Highlights**

1. Spatial aspects of museum anthropology show the strongest statistical relationship with the tourism marketing framework.

2. Museum operations still rely heavily on traditional exhibition practices with limited interpretive communication.

3. Archaeological heritage resources remain underutilized within structured tourism management strategies.

Published date: 2026-03-05

## Introduction :

In the field of scientific research in general, and archaeological tourism in particular, the field of museum anthropology is referred to as very important due to its active role in documenting, preserving and displaying archaeological finds within scientific and methodological frameworks, and thus represents a pivotal pillar in employing this heritage as a cultural and tourism resource, in a way that contributes to the activation of cultural tourism and enhancing awareness of cultural identity.In the entire tourism development process, the anthropology of museums represents an independent variable in this research, on a related level, for many, the marketing mix of museum tourism represents the knowledge and field pillar in the process of directing the marketing performance of the archaeological and historical facility, as the aforementioned mix represents an integrated system that contributes to highlighting the symbolic and functional value of the museum, in this context, the mix constitutes an interactive state between its basic elements, in order to ensure the presentation and pricing of the museum product The research aims to build an analytical vision that can be adopted in the development of innovative and sustainable marketing strategies for museum tourism, taking into account the preservation of heritage and maximizing the cultural values that are presented, and analyzing the impact of this on the effectiveness of marketing performance and the attractiveness of the museum tourism product, highlighting the gap between the available Iraqi archaeological potential and the actual marketing practices.) Observation by the departments working in the Iraqi Museum and the Antiquities and Heritage Commission, and the research included four topics, the first of which included the most prominent axes of the methodology, while the second represented the theoretical framework of the research, the third topic was the field aspect, and finally the fourth topic included the most important conclusions, recommendations and suggestions.

## Topic I - Methodology

**First: The problem:** Despite the exceptional importance of museum anthropology as a fundamental pillar in building the cultural tourism product, and the archaeological stock that Iraqi museums possess, which is one of the founding pillars of human civilization, the practical reality of museum tourism in Iraq reveals a clear lack of employment of this asset within a systematic marketing framework, as anthropology is still The museum is presented as rigid knowledge content, separate from modern tourism marketing tools, and not effectively integrated into the elements of the marketing mix, whether at the level of the design of the museum's tourism product, pricing policies, promotion strategies, or tourism distribution channels. Museum anthropology and the marketing mix of Iraqi museum tourism, and this reality has contributed to weakening the competitiveness of Iraqi museums, limiting their role in attracting interested tourists, and reducing their contribution to sustainable tourism development.The museum is part of the marketing mix of Iraqi museum tourism, and the analysis of its impact on the effectiveness of marketing performance and the attractiveness of the museum tourism product, highlighting the gap between the archaeological potential available in Iraq in general and the actual marketing practices currently in place.

**Questions**: The main and sub-questions of the research can be crystallized as follows:

The main question: What is the level of influence of museum anthropology in determining the form and content of the marketing mix strategies for museum tourism in Iraq?

Sub-questions: The most important sub-questions can be clarified as follows:

A. What is the level of knowledge of the tourism departments in the Iraqi museums about the contents of museum anthropology?

B- What are the most important adopters of the marketing mix adopted by Iraqi museums as a marketing message ?

To what extent can successful marketing foundations be built to stimulate museum tourism based on Iraq's deep cultural heritage?

### Importance :

The importance of this research work is highlighted by the importance of understanding the uninvested relationship between museum anthropology and the marketing mix of Iraqi museum tourism, as the research in its pillar is a reading of the anthropology of museums not only as a heritage repertoire, but also as a strategic resource capable of being effective in the process of building a competitive museum tourism product, if it is well integrated within a comprehensive scientific marketing system. The research on the scientific track emerges in an initial attempt to fill a clear knowledge gap in the Iraqi literature, especially those that have been concerned with the marketing of museums from an integrative archaeological-tourism perspective, by analyzing the impact of museum anthropology on the elements of the marketing mix, and clarifying the shortcomings and imbalances in the recruitment mechanisms at the moment.

At the applied level, the importance of the research is highlighted by the importance of the field that was adopted in the field study, which is the most prominent civilizational façade of Iraq, represented by archaeological tourism, and the Iraqi Museum, which embraces the most important archaeological finds that successive civilizations have visited in the history of this ancient country, which if used correctly can be the basis for a unique tourism renaissance at the global level.

**Fourth: The** most important objectives of the research can be stated in the following points:

1.  Work on an analysis of the strategic contribution of museum anthropology to the formation of the tourism product of the museum sector, and indicate the extent to which it contributes to enhancing the process of attracting tourists from all countries.
2.  Indicate the most important entities that fall within the scope of responsibility in determining the effectiveness of the marketing employment of museum anthropology, whether at the level of institutional policies, strategic planning, or the organizational work environment of the organization under discussion.
3.  Build an analytical vision that can be adopted in the development of innovative and sustainable tourism marketing strategies for museums, taking into account the preservation of archaeological heritage and the maximization of the cultural values that are presented.
4.  Shedding light on the general structure of the Iraqi Museum in order to understand the tourism dimension in the structure of this important organization, as its performance is dominated by the character of the historical work and its distance from tourism activity.

**Fifth: The Hypothetical Plan**

The hypothetical diagram of the study represents the diagnosed picture of the influence relationships that interact between the variables under research, in which the researcher identifies an initial opinion that is tested to accept or reject, and in the current research, the hypothetical diagram has been built that combines the effect relationship between the independent variable museum anthropology with its dimensions (spatial/temporal/cognitive/interactive) and the museum marketing mix CS 4 as an approved variable in its dimensions (Visitor Value (Product) / Payment Value (Price) Convenience (Place) / Communication (Promotion)) The figure below represents the hypothetical scheme of the research.
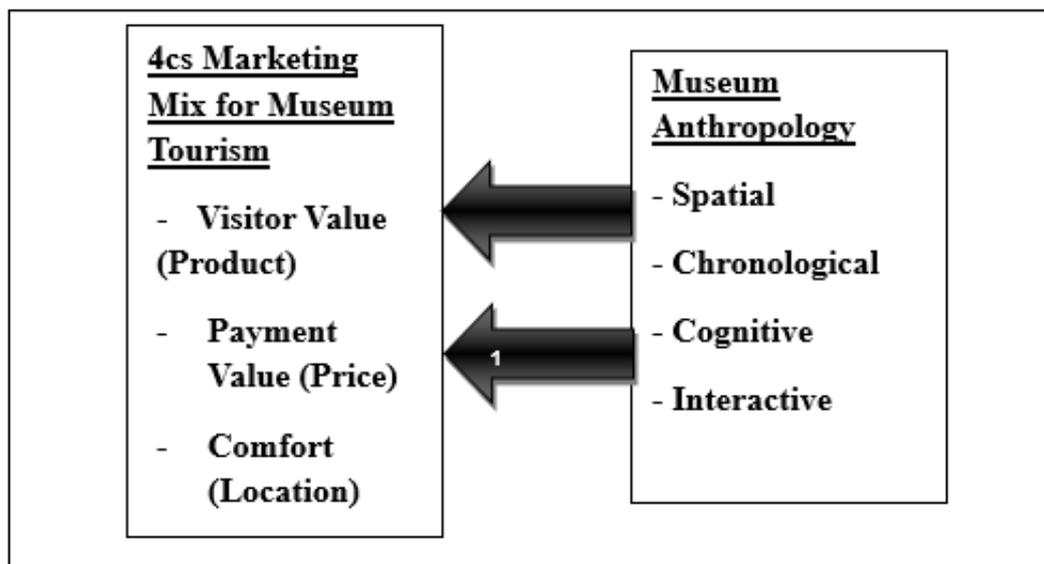


Figure 1. Effect Relationship of Figure (1)

Source: Prepared by the researcher

**Hypotheses**: The hypothesis is defined as the starting point of any research, and the hypothesis in general is an intelligent guess and a possible explanation that is made by linking the causes to the causes as a temporary explanation of the problem or phenomenon under study.

Main Hypothesis: There is a statistically significant effect of the dimensions of museum anthropology on the marketing mix strategies (4Ps) of museum tourism in Iraq, and the following sub-hypotheses are subsidiary:

1-1 - The dimensions of museum anthropology have a statistically significant effect on the visitor value (product dimension) of museum tourism in Iraq.

2-1 - There is a statistically significant effect of the integrated dimensions of museum anthropology on pricing strategies (perceived payment value) within the museum tourism sector in Iraq.

1-3- The combined dimensions of museum anthropology significantly influence the place (distribution) dimension of museum tourism in Iraq.

4-1 - The dimensions of museum anthropology exert a statistically significant effect on the communication (promotion) activities of museum tourism in Iraq.

**Seventh: Curriculum**

The researcher adopted the descriptive-analytical method, by studying the relationship between the main and sub-variables by collecting and analyzing data related to the variables and the field location, as the descriptive method is represented as an adopted method of obtaining adequate and accurate information that depicts the social reality, which affects all activities and contributes to the analysis of its phenomena, and the descriptive method aims to collect accurate information about a specific phenomenon and address the details related to it.

**Eighth: Research Limits**: The primary constraints encountered in this research are outlined below:

- Time Limits: Refers to the time it took the researcher to conduct the research and extended during the month of December 2025
- Human Limits : Represented by the leadership cadres and decision-makers at the Iraqi Museum and the Antiquities and Heritage Commission.
- Spatial boundaries: These included the headquarters of the Iraqi Museum and the Antiquities and Heritage Commission in the center of Baghdad.
- Scientific Limitations: The Independent Variable Museum Anthropology with its Dimensions (Spatial / Temporal / Cognitive/Interactive) and the Museum Marketing Mix 4Cs as the Dependent Variable in its Dimensions (Visitor Value (Product) / Payment Value (Price) Convenience (Place) Communication (Promotion))

**Ninth - Research and Sample Community** : As a result of the scientific, knowledge, tourism and national importance enjoyed by the Iraqi Museum and the Antiquities and Heritage Commission, as the most prominent facility in the archaeological and heritage field in Iraq, this important organization was chosen to be the space that accommodates the field aspect of the research, and the Iraqi Museum was therefore selected as the empirical setting of the study. The researcher distributed (103) questionnaires to members of the administrative leadership, including directors, their deputies, heads of departments, and unit supervisors. A total of (98) questionnaires were retrieved, and after screening and data coding procedures, (92) valid responses were retained for statistical analysis. These valid responses represented (89.32%) of the total distributed forms, with no cases excluded due to incomplete or inconsistent data.

**Tenth: Specifications of the research sample**: Table 1 shows the most important specifications of the research sample, which are expressed in the points below:

1. Academic Qualification: The educational background of the respondents indicates a predominantly university-educated sample. More than half of the participants (54%) hold a bachelor's degree, representing the largest proportion. Diploma holders constitute 24% of the sample, followed by individuals with a preparatory certificate at 11%. Master's degree holders account for 7%, while those holding higher diploma and doctoral degrees represent 20% of the total sample.
2. Job Level: The largest percentage of the research sample was from division officials with 54%, which indicates the realism of the data obtained as the closest to the field reality at the site under study, and it should be noted that the opinions of the general managers were not surveyed due to the lack of cooperation with the researcher, which is something that the departments should pay attention to, as many administrative barriers are placed in front of the researchers.
3. Years of Service: The category of (10-60) years of service came in the first place with (38%), the category of (5) years and less came second with (24%), while the category of (16-20) years came in third place with (16%), while the category of (11-15) years came in the fourth rank with (13%), and finally the category of (16-20) years came in the fifth rank with (9%).

| Percentage | Repetition | Paragraph | Feature | t |
|---|---|---|---|---|
| 11% | 10 | Prep | Educational Qualification | 1 |
| 24% | 22 | Diploma | | |
| 54% | 50 | Bachelor | | |
| 2% | 2 | Higher diploma | | |
| 7% | 6 | Master | | |
| 2% | 2 | PhD | | |
| 100% | 92 | **Total** | | |
| - | - | General Manager | | |
| 11% | 10 | Assistant General Manager | Career Level | 2 |
| 35% | 32 | Head of Department | | |
| 54% | 50 | Division Officer | | |
| 100% | 92 | **Total** | | |
| 24% | 22 | Less than 5 years | Number of years of service | 3 |
| 38% | 35 | 6-10 | | |
| 13% | 12 | 11-15 | | |
| 9% | 8 | 16-20 | | |
| 16% | 15 | 21 and over | | |
| 100% | 92 | **Total** | | |

Figure 2. Table (1) Characteristics of the Research Sample

Source: Figure prepared by the researcher

### Eleventh  : Data collection methods

The current research adopted a number of methods and sources to collect the necessary and necessary data to achieve the research objectives, in both theoretical and field aspects, as follows:

1.  In addressing the theoretical dimension of the study, the researcher relied on a wide range of scholarly contributions drawn from recognized academic sources. These included specialized books, peer-reviewed journal articles, doctoral dissertations, and both Arab and international master's theses directly related to the research topic. In addition, reputable academic websites were consulted. The World Wide Web (Internet) constituted a significant resource for accessing up-to-date studies and recent scholarly discussions relevant to the conceptual and theoretical foundations of the present research.
2.  Field aspect: Included:

1.  Documents and Records: The researcher reviewed the records in the museum and the research sample to identify the structure and identify the approved work mechanisms in a documented manner.
2.  The questionnaire was employed as the primary instrument for collecting data related to the study variables. Through this tool, the perceptions and viewpoints of the sample members regarding the research subject were systematically obtained. Considerable attention was given to the formulation of questionnaire items to ensure clarity, logical sequencing, and alignment with the theoretical framework and relevant previous studies. The questionnaire was structured into two main sections:

- The first section: This section included general personal information related to the respondents from the research sample .
- The second section: This section is related to the questionnaire questions related to the research variables distributed on the main variables and sub-dimensions, as indicated in Table (2) according to two axes, the first of

which contained the phrases that were developed to measure the variable ( museum anthropology), and the second axis included the phrases that were developed to measure the variable (the marketing mix of museum tourism), and the researcher adopted the (Likert) scale.The quintet to determine the response weights (I completely agree, agree, neutral, disagree, and I don't agree completely) and it measures the answer scores by weights (I agree - 5 degrees, I agree - 4 degrees, neutral - 3 degrees, I don't agree - 2 degrees, and I don't agree completely - 1 degree), as shown in the table:

| Source | Paragraphs | Dimensions | Variables | t |
|---|---|---|---|---|
| | 3 | Education, Job Location, Years of Experience | Sample Features | 1 |
| Rodríguez Gonzálvez et al,2017 | 5<br>5<br>5<br>5 | - Spatial<br>- Chronological<br>-Cognitive<br>-Interactive | Museum Anthropology | 2 |
| 1-Komarac, (2025).<br>2-Kim, S. (2024). | 5<br>5<br>5<br>5 | -Visitor Value (Product)<br>- Payment Value (Price)<br>-Comfort (place)<br>- Communication (promotion) | Marketing mix 4Cs | 3 |

Figure 3.  Table (2) Description of the Questionnaire and Approved Measures

Source: Table prepared by the researcher

**Twelfth: Statistical Tools Used**: The researcher adopted ready-made statistical programs (AMOS/SPSS) in statistical processing processes, which include a number of indicators, including:

1. Arithmetic mean.
2. Percentages.
3. Relative importance.
4. Standard deviation.
5. Coefficient of difference.
6. Simple step-by-step regression.
7. Multiple linear regression in a way.

**Thirteenth:Research** Research Questionnaire Tests: In order to ensure the validity of the tool adopted in the field (questionnaire), the researcher took steps to ensure the sobriety of the research work and the sobriety of the adopted questionnaire, including the following steps:

1. Apparent Honesty Test: To establish face validity, the questionnaire was submitted to a panel of academic specialists in Anthropology, Archaeology, Museum Management, and Tourism Marketing. The objective of this review was to assess the clarity, relevance, and representativeness of the items in measuring the study variables. The experts' feedback and suggested revisions were carefully incorporated, resulting in refinements that enhanced the instrument's suitability for addressing the research objectives. The level of consensus among the referees reached 92.9%, indicating strong agreement regarding the adequacy of the questionnaire items.
2. Alpha Cronbach Stability Coefficient Test: The researcher adopted the stability coefficient to know the consistency of the questionnaire paragraphs and the consistency of the results reached in different time periods, and accordingly, the statistical method (Alpha Cronbach) coefficient was employed, as its value should be greater than (70%) in order to be statistically acceptable in administrative and behavioral research, and Table No. 3 shows the researched variables and their dimensions in the research questionnaire and its acceptability, and through The researcher resorted to dividing the research questionnaire into two halves, the first part was allocated to the individual paragraphs (20) paragraphs, and the second part was (20) paragraphs, and with the correlation coefficient between the two halves of the questionnaire (0.432), as the first part obtained a stability coefficient (0.936), and the second part obtained a stability coefficient of (0.939), as well as the Spearman-Brown coefficient obtained (0.937), and the Cootman coefficient for the half-segmentation (0.933), while at the level of variables, museum anthropology obtained a stability coefficient It reached (0.962) and through (20) items, while the marketing mix of the museum tourism activity obtained a stability coefficient of (0.921) and through (20) items, while at the level of the general resolution, its stability coefficient reached (0.940) and through 40 items, and Table No. 3 shows the values of the

test.

| Sample size | Stability Coefficient α | Paragraphs | Dimensions |
|---|---|---|---|
| 92 | 0.936 | 20 | Individual paragraphs |
| | 0.939 | 20 | Evenile Clauses |
| 0.432 | | Correlation coefficient of the half of the questionnaire | |
| 0.939 | | Spearman-Brown Lab | |
| 0.933 | | Cotman Half-Hash Factories | |
| 0.940 | | Resolution Stability Coefficient Alpha Cronbach | |
| 0.962 | | Museum Anthropology | |
| 0.927 | | Marketing mix 4Cs | |

Figure 4. Table (3) Stability of the search scale by the half-hash method

Source: Table prepared by the researcher based on the results of the statistical program

## Topic II - Theoretical Framework

### Museum anthropology

**1- Concept:** Specialists in the field of tourism trace the scientific origins of many variables that are adapted from the social sciences in order to serve the tourism idea with a wide range and complexity, and one of those variables whose scientific origin is traced and definitions are developed about them is museum anthropology, as it is defined as the critical approach that is interested in understanding the archaeological context by analyzing the relationships between artifacts, excavation records, the origins of finds, archives and societies, instead of sufficing with presenting Objects as separate physical parts within the halls of different museums" (Harrison, 2013: 174), and Pearce (2016: 95) pointed out that it can be defined as "the process of studying and interpreting archaeological materials preserved in any museum in order to deepen the public's understanding of nature and the reality of the human past. , as defined as "the scientific field concerned with the study of how archaeological knowledge is produced, preserved, displayed, and interpreted within museums, and in which the role of archaeological finds, archives, museum collections, and institutional practices in the context of the process of deepening understanding of the human past is emphasized" (Stevnson, 2022:76, **and the researcher believes that museum anthropology can be defined as** (The scientific and practical overlap between the adopters of archaeology, museums and tourism, with the aim of taking the cultural heritage out of mere conservation of archaeological finds, to making the display process as research spaces that contribute to the production of a tourism service based on archaeological knowledge, documentation and classification, restoration of context, and knowledge communication between tourists at all levels and between the human and civilizational heritage.

**2. Importance**: The importance of museum anthropology can be indicated through the following points:

(Alturki, 2020:120/Ndogoto et al, 2024:34/Kömleksiz,2023:98)

A. Preservation of heritage and knowledge and human heritage, as museums are institutions whose main purpose is to preserve and manage the material and human heritage of ancient civilizations and to transmit the products of this knowledge to future generations.

B. Working as an important part of the scientific research activity and the processes of producing archaeological knowledge through the processes of collection and study, as it does not represent a place for the abstract display of historical remains, but rather represents a research environment for exploring the context of the objects and analyzing them, and thus it is like any scientific laboratory producing knowledge.

C. The Educational Role and Spreading Awareness and Educating the Public Education Museums are an important educational and educational role as they provide the public with opportunities to learn history and archaeology through educational programs, events, guided tours organized by official or semi-official bodies or tours made by individuals in general. C. Building cultural and human identity, as museum archaeological work helps to consolidate the cultural identity of the peoples of the world by presenting ancient stories and civilizations in a way that connects the individual to his society

and culture, and in a way that contributes to understanding the historical roots of all human civilizations.

c. The economic importance, which is evident in the dependence of many countries and capitals on the activity of museum tourism. H - Contributing to building the mental image of countries and cities, as many capitals today are known for their museums such as Paris and London, in addition to the level of urbanization and development achieved, but the museums in these cities are a milestone for many around the world.

**3-Dimensions**: Through the research interest of many specialists, a number of scientific models were presented that were developed to determine the dimensions of museum anthropology, and the researcher adopted the Rodriguez Gonzalez et 2017,al model as the closest to the employment processes of this scientific field in the field of tourism activity, and this model defined the dimensions with the points below:( Rodríguez Gonzálvezet, 2017:80-92 )

A- Spatial dimension: It represents the location of the artifacts in a three-dimensional space represented by (length, width and height) in a way that enables users to achieve the vision of the shape of the artifacts and historical buildings as they are in reality. B. Chronological Dimension: In this dimension, the time axis is added to the three-dimensional model referred to in the previous point to view historical changes or evolution over time to ensure an understanding of how the site or artifacts changed during the different time periods before, during, and after the discovery or display and the creation of time layers. C. Cognitive Dimension: Here each element is linked to historical and scientific information, such as reference documents, archaeological analysis, or metadata, in order to transform the model from a mere visual presentation into an integrated scientific knowledge base that researchers can analyze, and this is done by including metadata for each piece, and linking it to its historical context or the results of studies.

D. Interactive Dimension: In this dimension, an interactive model is adopted by researchers and visitors through virtual or mixed reality tools, with the aim of improving the educational and educational experience, and enabling the user to move between time layers or details of artifacts freely through multiple interactive screens, or digital platforms that allow time and detailed data to be moved.

**The researcher believes** that museum tourism in the Iraqi tourism reality has not risen to the level of what is available in Mesopotamia in terms of cultural heritage, despite the establishment of the Iraqi Museum at the beginning of the establishment of the modern Iraqi state, the interest of governments over the different historical periods has not risen to the level of ambition, and the treatment of the museum remained as an official department and according to the traditional and rigid routine frameworks, and this institution has remained on the margins of the attention of officials, and today with the state of technical development and the entry of Museum institutions The world of advanced digital mechanisms and programs The officials of the Iraqi Museum must pay more attention and deal positively and make an actual shift to this important facility in line with the name and address of the Mesopotamian civilization, taking into account the tourism dimension and considering the tourism mission as a basic part and function to align the movement of museums in Baghdad and the rest of the cities with global development and make museums an element of tourist attraction As we pointed out, many capitals of the modern world are known for their museums such as the museum The Louvre, the British Museum, Pergamon and other famous museums.

### Marketing mix of museum tourism

**1-Concept**: The concept of marketing mix is one of the basics of marketing science, as it has received a lot of attention and this concept has developed through continuous research efforts, as it has been defined (Kotler et al, 2018: 80) as the set of marketing tools that the organization uses to achieve its marketing goals in the target market, and these tools include the four elements (Product, Price, and Place).Place&Promotion)

As for the marketing mix of museum tourism, it can be defined as " a comprehensive framework that includes the policies and activities adopted by museums to plan and market their tourism experience, including elements of product, price, place, and promotion, as well as the human element and service experience, with the aim of attracting local and international visitors and maximizing the cultural and economic value of the tourist facility, which is represented by the museum" (Rentschle & Hede, 2015: 32).It is also defined as "the process of systematic integration between the various elements that enable museums to provide outstanding value to visitors, by aligning the museum exhibit with the needs of tourists, facilitating access, and improving marketing communication, in a way that supports the sustainability of tourism work in archaeological facilities in general and museums in particular" (Mudzanani, 2017:6), and it is also defined as "the set of tools and marketing elements used by museums to influence the decisions of tourism visitors, through museum product design tools, exhibitions, and cultural services." In order to ensure the satisfaction of the tourist and enhance the competitiveness of the museum as an important tourist facility) (Kotler et al, 2016:74), the researcher believes that the marketing mix of museum tourism can be defined as

(The integrated and coordinated package of controllable marketing strategies adopted by museum departments to promote their cultural and tourism activities, in a way that works to enhance tourist attractions, build a mental image, and raise the level of the museum's contribution to the tourism development movement within its general framework)

**2- Importance:** Museums play a very important role in the overall life of any society and the tourism activity in particular, and the importance of the marketing mix of the museum tourism activity can be explained in the points below.

Pencarelli&Forlani, 2018:35/Timothy&Boyd, 2015:85/ Luekveerawattana, 2025:5) )

1. Through the marketing effort, innovation and development in museum services are supported by the adoption of innovative methods in the design of exhibitions, interactive activities, and the use of digital technologies in promotion.
2. Developing the level of the mental image and consolidating the brand of the museum The effective application of the marketing mix means building a positive mental image of the museum as a distinguished tourist and cultural destination.
3. Raising the level of attraction for local and international visitors, as the integrated application of the elements of the marketing mix means improving access to the museum and communication with different tourist segments.
4. Contributing to improving the visitor experience and raising the level of tourism satisfaction by aligning the museum display with the expectations of visitors, in a way that reflects positively on the visiting experience and enhances the intention of repetition and recommendation.
5. Contributing to the financial and economic sustainability of museums is a tool in diversifying sources of income for many countries and organizations.
6. Promoting and supporting the cultural identity of tourist destinations, and contributing to the urban and economic development of local communities as one of the aspects and goals of sustainable tourism development.

**3-Dimensions:** Many models of the marketing mix for museum tourism have been developed, which are mainly derived from the basic concepts of the marketing mix, and the well-known marketing mix has been adopted, the details of which can be shown as follows:

1. Visitor/Product Value: (Customer Value) is the dimension that involves the development of museum programs that meet different educational, entertainment, research, and interactive and contemporary exhibits that stimulate participation, with the aim of meeting the diverse expectations of all visitors and from various tourism segments such as people of determination, the elderly, and others.

1. Pricing/Cost: This is the dimension through which different entry price levels (normal, discounted for students, families) as well as VIP services are set or in other words, it is to ensure the inclusiveness of the tourist destination for all and with the aim of maximizing revenues.
2. Convenience: This dimension is related to improving the public's access to the museum through guidance, transportation, and electronic reservation, in addition to the dimension that includes the development of virtual exhibits, digital visits to the museum, and the provision of multilingual translation and guidance services (especially in international tourist museums) with the aim of improving the visitor experience and making the museum an easy and comfortable place for individuals.
3. Communication: It is the dimension that takes the most advanced space today through the use of digital media such as websites and social messages to increase awareness, as cooperation is done with local and international tourism agencies to create joint tourism packages, as well as organizing cultural events such as seminars and educational activities, with the aim of spreading the messages of the museum and the available experiences in a strategic way to promote Lots of tourists to come and visit the museum.

**The researcher believes** that working in the field of Iraqi museum tourism needs an integrated marketing strategy, starting with the processes of preparing the museum product in a sophisticated way and preparing appropriate and advanced pricing programs, as the Iraqi Museum today, as a government organization that does not primarily aim at the profit process, in addition to the weakness of promotional campaigns that target the external and internal audiences, which requires the participation of everyone internally and externally The museum as an institution needs a new, broader and more sophisticated site, as is the case in the Egyptian experience and the opening of the new museum, and here it must be noted that the adoption of these strategies requires the participation of everyone, starting with the relevant higher authorities in the government, as well as private sector organizations, non-profit institutions, and civil society organizations as a national mission and duty .

### Topic III - The field aspect

### Descriptive statistics

The aim of this part of the research is to diagnose the level of availability of the main research variables, their dimensions and paraphernalia, represented by (museum anthropology, marketing mix Cs 4) in the sample under study, as the weighted arithmetic mean, standard deviation, relative difference coefficient, as well as relative weight (relative importance), and the five-point Likert graders were adopted in an opinion poll.sample, and the table below shows the values for availability according to the gradations in the scale

Figure 5. Table 4 Likert Gradings and Availability Level

Source: Table prepared by the researcher

1- Descriptive Statistics of the Independent Variable (Museum Anthropology)

The results in the table below indicated that the variable came with a mean of 2.94, which is lower than the hypothetical mean (3), which is a clear indication of the lack of a sufficient understanding of museum anthropology in the mentality of the research sample, and the limitation of the museum work to traditional methods, and the reliance of most specialists on traditional approaches in museum work, and the coefficient of difference reached 29.01, and at the level of the sub-dimensions, the temporal dimension came first with a coefficient of difference of 31.04 and a relative importance of 63%. It is an indicator that the museum display and according to the adopted work depends mainly on the chronological order, which is a traditional context that takes into account the time periods of the archaeological remains of the civilizations that flourished in the Mesopotamian Valley, and in the last order came the cognitive dimension with a mean of 2.76 and a standard deviation of 1.014, which is an indicator of a defect in the work of the responsible departments, as the museum work was limited to presenting abstract pieces that are far from the message and the intellectual and cognitive task that the experience of visiting the museum should provide.

Figure 6. Table (5) Descriptive Statistics of Museum Anthropology

Source: Table prepared by the researcher based on the results of the statistical program

**2- Descriptive Statistics of the 4Cs Marketing Mix  Variable for Museum Tourism**

Table (6) presents the data of the variable of the marketing mix of museum tourism, as the variable came with an availability level of 3.83, exceeding the hypothetical mean 3 and with a standard deviation of 0.530, which is an indicator of the research sample's knowledge of the marketing mix in its general framework and not according to the strategic mechanisms, but it proves the management's thinking about the dimensions that were surveyed , and with regard to the dimensions. The dimension of the visitor's value came in the first rank with a median of 4.14 and a coefficient of difference of 12.58, while the dimension of communication and promotion came with a standard deviationof 0.731 and a relative importance of 76.6%, which is an indicator that determines the distance of the view in the museum work from modern promotion mechanisms and the weakness of the marketing work of the Iraqi cultural heritage as a whole if measured by the Egyptian marketing message at the global level, not to mention the distance of the museum work from digital programs and modern means as applied in museums in Neighboring countries, such as the lack of modern screens, interactive means, and other advanced mechanisms.

Figure 7. Table (6) Descriptive Statistics of the Approved Variable Cs 4 Marketing Mix for Museum Tourism Activity

Source: Table prepared by the researcher based on the results of the statistical program

As for the order of the dimensions of explanatory research (museum anthropology) and respondent (4CS) marketing mix for museum tourism activity, the marketing mix came first with an arithmetic mean of 4.00 and a standard deviation of 0.530, and the museum anthropology variable came second with relative importance of 58.8% and a coefficient of difference of 29.01

Figure 8. Table ( 7) Trip Dimensions of Interpretive and Responsive Research

Source: Table prepared by the researcher based on the results of the program

### Second  : Hypothesis Testing

IN THIS PART, STATISTICAL MECHANISMS WILL BE ADOPTED TO TEST THE MAIN AND SUB-RESEARCH HYPOTHESES REPRESENTED BY THE MULTIPLE LINEAR REGRESSION (BACK WARD) METHOD IN ORDER TO INTERPRET THE FOLLOWING MULTIPLE LINEAR REGRESSION EQUATION:

$Y = \beta_0 + \beta_1 * X_{1i} + \beta_2 * X_{2i} \ldots + U$

The hypotheses tested are as follows:

 (1-1) There is a significant impact relationship of the dimensions of museum anthropology in the visitor/producer value of museum tourism in Iraq.

The values in Table 8 proved the existence of a prototype with a calculated value of (F) (4.908), a value of (0.184), an average determination coefficient value (0.147) and a probability value of (0.001), while the best model was as shown in the results of Table (8) that the calculated value of (F) for the model (17.063) and a probability value of (0.000), which exceeds the tabulated value (4.133) at the significance level (0.05), confirming the statistical validity and robustness of the model. In addition, the coefficient of determination reached (0.159) at a significance level of (0.000), with an adjusted $R^2$ of (0.150). These results indicate that the combined dimensions of museum anthropology account for approximately (15%) of the variance in visitor/product value, whereas the remaining (85%) can be explained by other factors not incorporated into the current analytical framework. Furthermore, the findings revealed a statistically significant positive influence of the spatial dimension ($\beta = 0.425$, $p = 0.000$), with a calculated (T) value of (4.131). Based on the results presented in Tables 8 and 9, the first sub-hypothesis derived from the first main hypothesis is supported as follows:

### Visitor Value (Product)  Y=  ( 2.405) +0.425*(Spatial Dimension)

Figure 9. Table (8) The Effect of Museum Anthropology in its Combined Dimensions on the Value of the Visitor (Product) (N=92)

Source: Table prepared by the researcher based on the results of the statistical program

1.2 There is a significant impact relationship for the dimensions of museum anthropology combined in the pricing (value payed) of museum tourism in Iraq.

Through Table 9, it is shown that there is a prototype with a calculated value of (F) (8.410), a determination coefficient of (0.279), a determination coefficient of (0.246) and a probability value of (0.000), while the results of Table (9) showed that the value of (F) calculated for the best model is (34.426) and a probability value of (0.000) which is higher than its scheduled value (4.133) and a probability value of (0.05) to indicate the significance of the model, therefore, the model demonstrates statistical significance at the 0.05 level, confirming its adequacy for explaining the relationship under examination. The adjusted coefficient of determination reached (0.269), indicating that the combined dimensions of museum anthropology account for approximately 26.9% of the variance in pricing (payment value), whereas the remaining 73.1% of the variance can be attributed to factors not incorporated within the current regression model. This proportion reflects an acceptable explanatory capacity within behavioral and tourism research contexts. Furthermore, the findings reveal a statistically significant positive influence of the spatial dimension, with a regression coefficient of (0.733), a calculated (T) value of (5.867), and a probability level of (0.000), which confirms the strength and direction of the relationship. Accordingly, the second sub-hypothesis derived from the first main hypothesis is supported, as expressed in the following regression equation:

Pricing (payment value) Y = (1.011) +0.733* (Spatial Dimension)

Figure 10. Table (9) The Impact of Museum Anthropology in its Combined Dimensions on Pricing (Value of Payment) (N=92 )

Source: Table prepared by the researcher based on the results of the statistical program

1-3- There is a significant impact relationship for the combined dimensions of museum anthropology in the rest (place) of museum tourism in Iraq

Through what is included in Table 10 below, it is evident that the initial model produced a calculated F-value of (2.892), with a coefficient of determination ($R^2$) of (0.117), an adjusted $R^2$ of (0.077), and a probability level of (0.072). However, the results indicate that the optimal regression model yielded a calculated F-value of (10.452) with a significance level of (0.002), exceeding the tabulated F-value (4.133) at the significance threshold of (0.05). This confirms the statistical validity and acceptability of the model. The model recorded a coefficient of determination ($R^2$) of (0.104) and an adjusted $R^2$ of (0.094), demonstrating that the combined dimensions of museum anthropology explain approximately (9.4%) of the variance in the "place" dimension within the marketing mix of museum tourism in Iraq. The remaining (90.6%) of the variance can be attributed to additional variables not incorporated into the tested regression model. Furthermore, the findings reveal a statistically significant positive effect of the spatial dimension, with a beta coefficient of (0.466), a calculated T-value of (3.233), and a probability value of (0.002), confirming the acceptance of the sub-hypothesis. Accordingly, the relationship can be expressed through the following regression equation:

**Rest (location)  Y = (2.119) +0.466* (spatial dimension)**

Figure 11. Table (10) The Impact of Museum Anthropology in its Combined Dimensions on Rest (Place) N = 92

Source: Table prepared by the researcher based on the results of the statistical program

1.4 . There is a significant impact relationship of the dimensions of museum anthropology in the communication (promotion) of museum tourism in Iraq.

Table No. 11 below highlights the existence of a prototype with a calculated value of (F) (5.241), a determination coefficient of (0.194), an adjusted determination coefficient of (0.157) and a probability value of (0.000), while the same table shows that the calculated value of (F) for the model is (7.044) and a probability value of (0.000), which is higher than its scheduled value (4.133) and a probability value of (0.05) to indicate the significance and acceptance of the model statistically, Furthermore, the findings indicate that the coefficient of determination ($R^2 = 0.194$) and the adjusted coefficient (Adj. $R^2 = 0.166$) confirm that the explanatory variables collectively account for 16.6% of the variance in the communication (promotion) dimension. The remaining 83.4% of the variance can be attributed to additional factors not incorporated within the current analytical model, which nonetheless demonstrates acceptable explanatory power from a statistical standpoint. With respect to the individual dimensions, the spatial dimension recorded a positive and statistically significant effect ($\beta = 0.541$, $p = 0.000$, $t = 3.609$), indicating its substantial contribution to enhancing promotional activities. Similarly, the cognitive dimension exerted a positive and significant influence ($\beta = 0.271$, $p = 0.007$, $t = 2.745$). In contrast, the interactive dimension showed a statistically significant but inverse relationship ($\beta = -0.224$, $p = 0.022$, $t = 2.324$), suggesting a negative directional effect within the tested framework. Overall, the statistical indicators presented in the table provide empirical support for accepting the sub-hypothesis, as expressed in the following regression equation:

**Communication ( Promotion) Y= ( 1.443) +0.541\*(Spatial Dimension ) +0.271\*(Cognitive Dimension ) 0.224\*(Interactive Dimension)**

Figure 12. Table (11) The Impact of Museum Anthropology in its Combined Dimensions on Communication (Promotion) (N=92)

Source: Table prepared by the researcher based on the results of the statistical program

Validation of the first main hypothesis:

1-1- There is a significant impact relationship of museum anthropology in building the 4Cs marketing mix strategy for museum tourism in Iraq.

The results presented in Table (12) confirm the statistical validity of the proposed model. The calculated F-value reached (7.591), accompanied by a coefficient of determination ($R^2$) of (0.259) and an adjusted $R^2$ of (0.225), with a significance level of (0.000). Furthermore, the overall model recorded an F-value of (29.152), which exceeds the tabulated value (4.133) at a significance level of (0.05), thereby indicating that the model is statistically robust and suitable for analytical interpretation. The combined dimensions of museum anthropology accounted for approximately (23.6%) of the variance observed in the 4Cs marketing mix of museum tourism in Iraq, whereas the remaining (76.4%) of the variance can be attributed to external variables not incorporated within the current analytical framework. Despite this unexplained proportion, the explanatory power of the model remains statistically acceptable within social science research standards. In addition, the findings reveal a statistically significant positive influence of the spatial dimension ($\beta = 0.535$; $T = 5.399$; $p = 0.000$), confirming its substantial contribution to shaping the 4Cs marketing mix strategy. Accordingly, the first main hypothesis is supported.

**Marketing mix 4Cs (Y) = (1.813) + 0.535\* (spatial dimension)**

Figure 13. Table (12) The Impact of Museum Anthropology in its Combined Dimensions on the Marketing Mix of Museum Tourism N=92

Source: Table prepared by the researcher based on the results of the statistical program

**Conclusions, recommendations and suggestions**

## Conclusions

1. The results of the field study showed that a complete understanding of museum anthropology has not been achieved in the mentality of the research sample, and the museum work is limited to traditional methods and most specialists rely on routine approaches.
2. The results of the field study showed a decline in the level of the cognitive dimension, which translates into the museum's work being limited to presenting abstract pieces that are far from the intellectual and cognitive message that the experience of visiting the museum should present.
3. Through the field study, it was found that the view in museum work is far away from modern promotion mechanisms and the weakness of marketing work for the Iraqi cultural heritage as a whole if measured by the Egyptian marketing message at the global level, not to mention the distance of museum work from digital programs and modern means as applied in museums in neighboring countries, such as the lack of modern screens, interactive media, and other advanced mechanisms.
4. Through the results of the field study, the validity of the main research hypothesis and the sub-hypotheses emanating from it were verified.

**Recommendations and proposals**

**A. Recommendations**

1. The departments working in the Iraqi museums and the Antiquities and Heritage Commission must change the prevailing perception and idea of the nature of museum work and move from the idea that the museum is a routine government institution to another concept that views this facility as performing very important cultural, media, tourism and even political functions.
2. Working to change the museum's display mechanisms to be in line with global developments in the museums of developed countries and adopting modern digital and technical mechanisms .
3. Adopting training policies based mainly on the principle of providing workers with knowledge, tourism skills, and processes of dealing differently with visitors, and not sufficing with abstract description tasks to a state of human interaction that contributes to enriching the experience of the visit.
4. Adopting advanced marketing strategies for museum tourism adopted by all official authorities inside the country, including ministries, civil society organizations, official and semi-official bodies , and Iraqi embassies, based on a modern and distinguished message that is worthy of the level of Iraq's rich cultural and historical heritage.

**B. Proposals**: The most important proposals can be explained in the following points:

1. The Impact of Museum Anthropology on Raising the Skills of the Tour Guide
2. The Impact of Museum Anthropology on the Mental Image of Tourists
3. The Impact of the Marketing Mix of Museum Tourism on Raising the Quality of Tourism Services

**Sources**

1. Alturki, H. M. (2020). Museum collections and the importance of studying history. Advances in Social Sciences Research Journal, 7(8), 118-127. https://doi.org/10.14738/assrj.78.8771
2. Harrison, R. (2013). Heritage: Critical approaches. Routledge, USA. Kim, S. Y. (2024). The museum marketing mix in enhancing city branding: A case study of Shanghai. Asia Design and Innovation Conference Proceedings, 372-378.
3. Komarac, T. (2025). A systematic review of museum marketing research: Key insights and future research directions. Tržište/Market, 37(1), 109-134.
4. Kömleksiz, F. Ö. (2023). Objects in an archaeology and nature museum: An investigation in the context of museum education. International Education Studies, 16(5).
5. Kotler, et al, (2016). Museum marketing and strategy: Designing missions, building audiences, generating revenue and resources (3rd ed.). San Francisco, CA: Jossey-Bass.
6. Kotler, P., Bowen, J. T., Makens, J. C., & Baloglu, S. (2018). Marketing for hospitality and tourism (7th ed.). Harlow, UK: Pearson Education
7. Luekveerawattana, R. (2025). Enhancing visitor experiences: a quantitative analysis of marketing mix elements in museum tourism. Journal of Cultural Tourism and Marketing, 2025(1), 1-18. https://doi.org/10.1080/23311886.2025.2458066
8. Mudzanani, T. E. (2017). The four C's of museum marketing: Proposing marketing mix guidelines for museums. African Journal of Hospitality, Tourism and Leisure, 6(2), 1-12.
9. Ndogoto, T., et al,. (2024). Exhibiting archaeology: A qualitative study on museums and public education. Journal of

BRICS Studies, 3(2), 33-42. https://doi.org/10.36615/hr74

10.    Pencarelli, T., & Forlani, F. (2018). Marketing in an experiential perspective: The case of museums. International Journal of Arts Management, 20(3), 32-45.

11.    Rentschler, R., & Hede, A. M. (2015). Museum marketing: Competing in the global marketplace (2nd ed.). Oxford, UK: Butterworth-Heinemann.

12.    Rodriguez-Gonzálvez, et al, (2017). 4D reconstruction and visualization of cultural heritage: Analyzing our legacy through time. International Archives of the Photogrammetry, Remote Sensing and Spatial Information Sciences, XLII-2/W3, 609-616. https://doi.org/10.5194/isprs-archives-XLII-2-W3-609-2017

13.    Stevenson, A. (Ed.). (2022). The Oxford handbook of museum archaeology. Oxford University Press.

14.    Timothy, D. J., & Boyd, S. W. (2015). Tourism and trails: Cultural, ecological and management issues

## References

1.  [1] H. M. Alturki, "Museum Collections and the Importance of Studying History," Advances in Social Sciences Research Journal, vol. 7, no. 8, pp. 118–127, 2020, doi:10.14738/assrj.78.8771.

2.  [2] R. Harrison, Heritage: Critical Approaches. New York, USA: Routledge, 2013.

3.  [3] S. Y. Kim, "The Museum Marketing Mix in Enhancing City Branding: A Case Study of Shanghai," in Asia Design and Innovation Conference Proceedings, 2024, pp. 372–378.

4.  [4] T. Komarac, "A Systematic Review of Museum Marketing Research: Key Insights and Future Research Directions," Trziste Market, vol. 37, no. 1, pp. 109–134, 2025.

5.  [5] F. O. Komleksiz, "Objects in an Archaeology and Nature Museum: An Investigation in the Context of Museum Education," International Education Studies, vol. 16, no. 5, 2023.

6.  [6] P. Kotler et al., Museum Marketing and Strategy: Designing Missions, Building Audiences, Generating Revenue and Resources, 3rd ed. San Francisco, CA, USA: Jossey-Bass, 2016.

7.  [7] P. Kotler, J. T. Bowen, J. C. Makens, and S. Baloglu, Marketing for Hospitality and Tourism, 7th ed. Harlow, UK: Pearson Education, 2018.

8.  [8] R. Luekveerawattana, "Enhancing Visitor Experiences: A Quantitative Analysis of Marketing Mix Elements in Museum Tourism," Journal of Cultural Tourism and Marketing, vol. 2025, no. 1, pp. 1–18, 2025, doi:10.1080/23311886.2025.2458066.

9.  [9] T. E. Mudzanani, "The Four C's of Museum Marketing: Proposing Marketing Mix Guidelines for Museums," African Journal of Hospitality, Tourism and Leisure, vol. 6, no. 2, pp. 1–12, 2017.

10. [10] T. Ndogoto et al., "Exhibiting Archaeology: A Qualitative Study on Museums and Public Education," Journal of BRICS Studies, vol. 3, no. 2, pp. 33–42, 2024, doi:10.36615/hr74.

11. [11] T. Pencarelli and F. Forlani, "Marketing in an Experiential Perspective: The Case of Museums," International Journal of Arts Management, vol. 20, no. 3, pp. 32–45, 2018.

12. [12] R. Rentschler and A. M. Hede, Museum Marketing: Competing in the Global Marketplace, 2nd ed. Oxford, UK: Butterworth-Heinemann, 2015.

13. [13] M. Rodriguez-Gonzalvez et al., "4D Reconstruction and Visualization of Cultural Heritage: Analyzing Our Legacy Through Time," International Archives of the Photogrammetry, Remote Sensing and Spatial Information Sciences, vol. XLII-2/W3, pp. 609–616, 2017, doi:10.5194/isprs-archives-XLII-2-W3-609-2017.

14. [14] A. Stevenson, Ed., The Oxford Handbook of Museum Archaeology. Oxford, UK: Oxford University Press, 2022.

15. [15] D. J. Timothy and S. W. Boyd, Tourism and Trails: Cultural, Ecological and Management Issues. Bristol, UK: Channel View Publications, 2015.