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ABSTRACT

of the dissertation for the degree of Doctor of Philosophy

“DIRECTIONS FOR THE USE OF INTEGRATED MARKETING COMMUNICATIONS IN PROMOTING AZERBAIJAN’S MONUMENTS INCLUDED IN THE UNESCO WORLD CULTURAL HERITAGE LIST”

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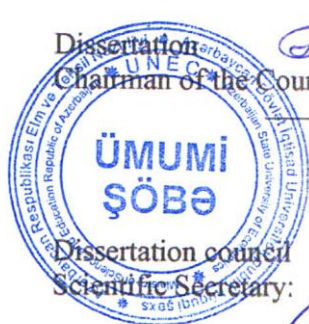
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STRUCTURE OF THE DISSERTATION

Relevance and Degree of Development of the Topic.

Marketing, as in all sectors, is an essential component of tourism. Tourism marketing represents the process of managing the satisfaction of existing and potential visitors' needs. Within the tourism industry, destinations play the most significant role. Attractions such as the Maiden Tower, the Palace of the Shirvanshahs, and Gobustan Rock Art are among the main factors influencing the decision of foreign tourists to travel to Azerbaijan. Therefore, the development of marketing communications is of vital importance.

Reducing the dependence of the state budget on oil revenues and fostering the development of the non-oil sector, including the tourism industry, are among the key priorities of the state. Given the country's considerable tourism potential, the advancement of this sector is both necessary and strategically important. Several state programs have been adopted to support various forms of tourism in Azerbaijan, including cultural tourism. These programs emphasize the preservation, restoration, and international promotion of historical monuments reflecting the nation's rich cultural heritage. By promoting its ancient historical monuments globally, Azerbaijan not only demonstrates its antiquity and role in the formation of human civilization but also contributes to the expansion of tourist inflows into the country. For this purpose, the use of integrated marketing communications is essential.

The necessity of strengthening marketing activities is highlighted in different state programs on tourism development, in the "Strategic Roadmap for the Development of Specialized Tourism in the Republic of Azerbaijan," as well as by the weak marketing communication activities associated with the country's UNESCO World Cultural Heritage sites. These factors emphasize the topicality of the dissertation's subject matter. The significance of this issue is also underscored by the Presidential Decree of December 20, 2018, "On the Establishment of the Administration of State Historical and Cultural Reserves under the State Tourism Agency of the Republic of

Azerbaijan,” signed by President Ilham Aliyev. This decree provided for the study, preservation, development, purposeful use, and international promotion of historical and cultural heritage sites, as well as the enhancement of tourism potential within the territories of the reserves transferred under the agency’s authority.

Additionally, the Strategic Roadmap for the Development of Specialized Tourism in the Republic of Azerbaijan set strategic goals such as transforming Azerbaijan into an attractive tourism destination by 2025 and including the country among the world’s top 20 most preferred tourism destinations after 2025. One of the main objectives defined for the period up to 2020 was turning Baku into the most visited destination, which required enhancing the tourism potential of historical monuments located in Baku, improving infrastructure, and promoting them globally. The fact that the UNESCO World Heritage monuments—the Old City (Icherisheher), Maiden Tower, Palace of the Shirvanshahs, and Gobustan Rock Art—are located in Baku is one of the main indicators of the relevance of the dissertation topic.

Degree of Development of the Topic. In terms of the degree of study, it should be noted that various aspects of tourism related to historical monuments have been sufficiently addressed in the works of Azerbaijani scholars such as Abadov M., Abbasov I.M., Akhundbeyli P.Kh., Ashurov A.S., Jabbarov A.Kh., Ahedova S.A., Ahmadov M.M., Alirzayev A.Q., Fatullayev-Figanov Sh., Gafarov N.J., Gurbanov F.I., Mammadov E.Q., Mustafayev E., Karimov E., Musayev A.F., Soltanova H.B., Suleymanov E.B., and others.

In the CIS countries, issues concerning the improvement of historical monument complexes have been studied by scholars such as Babkin A.V., Bezrutchenko Y.V., Birjakov M.B., Bolshunova T.V., Bratenkova T.M., Voskilovich N.A., Dayneko D., Durovich A.P., Kvartalnov V.A., Kiryanova L.G., Moiseeva N.K., Moshnyaga Y.V., Murtuzaliyev T.V., Rodigin L.A., Suleymanova G.V., Sushinskaya M.D., Trubilin A.G., Cherevichko T.V., Shneiderman A.L., and others.

Among the researchers from developed countries who have conducted studies in this area are Avcıkurt C., Çeken H., Özer L., Doğaner S., Hacıoğlu N., İslamoğlu A.H., Karagöz D., Koç E., Öztürk

S.A., Uygur S.M., Arvind K.S., Bayraktar A., Bourdeau L., Camilleri M.A., Elliott M., Hargrove C.M., Holloway J.C., Ivanovic M., Kaufman J.T., Kolb B., Kotler P., McCabe S., Parowicz I., Smith M., and Watson S.

However, in these studies, the issue of utilizing integrated marketing communications for the global promotion of Azerbaijan's monuments inscribed on the UNESCO World Cultural Heritage List, considering the country's specific characteristics, has not been addressed in detail. This dissertation directly examines the development and improvement of integrated marketing communications tailored to local conditions, which further underscores the topicality of the chosen subject and positions the research as a study that responds to contemporary needs.

Research Objectives and Tasks. The primary objective of the research is to develop a relevant integrated marketing communications model for the promotion of Azerbaijan's monuments included in the UNESCO World Cultural Heritage List, ensuring maximum effectiveness with minimal costs.

The main tasks of the study are as follows:

- To analyze the role, strategies, and processes of integrated marketing communications in marketing;
- To identify the factors influencing the implementation of marketing activities for UNESCO World Heritage monuments and to determine their role in global promotion;
- To examine the marketing communication strategies applied in European countries, including Turkey, for promoting UNESCO World Heritage sites, and to identify the role of cultural tourism in Azerbaijan's economy;
- To assess the marketing activities and tourism potential of Azerbaijan's UNESCO World Heritage monuments through SWOT analysis and marketing mix evaluation;
- To develop a fuzzy logic inference system for modeling the promotion of Azerbaijan's UNESCO World Heritage monuments and to measure the level of recognition using the Brown-Gibson method;

- To design an integrated marketing communication model for the international promotion of Azerbaijan's UNESCO World Heritage monuments;

- To prepare a GIS-based tourism-heritage map covering the UNESCO monuments located in Baku and the Absheron Peninsula.

Object of the Research. The object of the dissertation is the monuments of Azerbaijan inscribed on the UNESCO World Cultural Heritage List.

Subject of the Research. The subject of the dissertation is the marketing communication strategies aimed at promoting Azerbaijan's UNESCO World Heritage monuments internationally.

Scientific and Methodological Basis of the Dissertation.

The methodological basis of the dissertation includes comparative analysis, statistical methods, induction and deduction, historical comparison, and descriptive analysis. Surveys were conducted, primary data were collected, and the results were analyzed.

Main Provisions Submitted for Defense

- The role of marketing activities in the international promotion of historical monuments inscribed on the UNESCO World Cultural Heritage List is indispensable.
- Evaluating the marketing activities and tourism potential of Azerbaijan's UNESCO World Heritage monuments through SWOT analysis and the marketing mix will allow for more precise decision-making.
- The analysis and adoption of successful experiences from Europe and Turkey will strengthen the role of cultural tourism in Azerbaijan's economy.
- Effective promotion tools for Azerbaijan's monuments included in the UNESCO World Heritage List have been identified, with recognition levels modeled both domestically and internationally using the Brown-Gibson method and fuzzy economic modeling.
- Integrated marketing communication strategies and a model for the international promotion of Azerbaijan's UNESCO World Heritage monuments have been developed.

- The preparation of a GIS-based tourism-heritage map covering the UNESCO monuments located in Baku and the Absheron Peninsula will make a significant contribution to modern tourism.

Scientific and Methodological Basis of the Dissertation. The research methodology of the dissertation is grounded in comparative analysis, statistical methods, induction and deduction, historical-comparative analysis, and the descriptive method. In addition, a survey was conducted within the framework of the study, and its results were analyzed.

Scientific Novelty of the Dissertation. The scientific novelty of the dissertation lies in the fact that it represents the first study devoted to exploring the directions of using integrated marketing communications for the international promotion of Azerbaijan's monuments inscribed on the UNESCO World Cultural Heritage List, as well as constructing a fuzzy economic model of the recognition of these monuments both domestically and abroad.

As a subject of research on the use of integrated marketing communications in promoting Azerbaijan's historical monuments inscribed on the UNESCO World Cultural Heritage List, the dissertation puts forward the following scientific directions:

- The tourism potential of the Old City (Icherisheher), the Palace of the Shirvanshahs, the Maiden Tower, and Gobustan Rock Art has been studied and reflected in the research;
- The prospects of promoting Azerbaijan's historical monuments of world heritage status have been analyzed, and a SWOT matrix has been constructed;
- A fuzzy economic model of the recognition levels of Azerbaijan's monuments inscribed on the UNESCO World Heritage List—both within the country and abroad—has been developed;
- Effective promotion tools for Azerbaijan's UNESCO monuments have been identified using the Brown-Gibson method;
- Integrated marketing communication strategies and a model for the international promotion of Azerbaijan's historical monuments inscribed on the UNESCO World Heritage List have been elaborated.

Practical Significance of the Dissertation. The practical significance of the dissertation lies in providing insights into

international experience in promoting UNESCO World Heritage sites, the prospects of promoting Azerbaijan's historical monuments of world heritage status, the current state and shortcomings of marketing activities in this field, and the proposed integrated marketing communication model to be applied for their promotion.

Approbation of the Research . The main theoretical propositions, findings, and recommendations of the research have been published in reputable local and international journals and conference proceedings recommended by the Higher Attestation Commission, including 9 articles (two published abroad) and 8 conference papers (one presented abroad).

Institution Where the Dissertation Was Carried Out
Azerbaijan State University of Tourism and Management.

Structure and Volume of the Dissertation. The dissertation consists of an introduction, three chapters, a conclusion, and a list of references. The length of the structural sections is as follows: introduction – 10,478 characters; Chapter I – 34,042 characters; Chapter II – 65,125 characters; Chapter III – 91,192 characters; conclusion – 6,310 characters; and the list of references – 19,829 characters. In total, the dissertation amounts to 229,450 characters. Excluding figures, tables, charts, appendices, and the reference list, the dissertation comprises 240,069 characters.

THE STRUCTURE OF THE DISSERTATION

Introduction

Chapter I: Theoretical and Methodological Foundations of Integrated Marketing Communications

- 1.1. The Essence and Tools of Integrated Marketing Communications
- 1.2. Theoretical Aspects of Integrated Marketing Communications
- 1.3. Strategies of Integrated Marketing Communications

Chapter II: Global Experience in Promoting Historical and Architectural Monuments and Its Application in Azerbaijan

- 2.1. Marketing Strategies Applied for Promoting Monuments in European Countries
- 2.2. Methods and Successful Practices of Promoting Monuments in Turkey
- 2.3. Mechanisms for Applying Global Experience to the Promotion of Tourism Monuments in Azerbaijan

Chapter III: Prospects for Promoting Azerbaijan's Monuments Inscribed on the UNESCO World Cultural Heritage List

- 3.1. Evaluation of Marketing Activities and Recognition Levels of Azerbaijan's Monuments Inscribed on the UNESCO World Heritage List
- 3.2. Selection of Effective Promotion Tools for Azerbaijan's UNESCO Monuments Using the Brown-Gibson Method and Assessment of Promotion Instruments
- 3.3. Fuzzy Modeling of the Promotion of Azerbaijan's Monuments Included in the UNESCO World Heritage List

Conclusion and Recommendations

References

Appendices

MAIN PROVISIONS SUBMITTED FOR DEFENSE

1. The Indispensable Role of Marketing Activities in Promoting UNESCO World Heritage Monuments

Considering the necessity of implementing effective marketing activities to succeed in a highly competitive market economy, an analysis of the marketing strategies applied for the promotion of monuments inscribed on the UNESCO World Heritage List has been conducted.

Marketing Mix (4P) of Azerbaijan's UNESCO World Heritage Monuments

Product: The Maiden Tower, the Palace of the Shirvanshahs, and Gobustan are Azerbaijan's monuments inscribed on the UNESCO World Heritage List. In each case, the term "product" encompasses both services and goods. The primary product is the service offered, which includes the experience and access to the sites, while the secondary product consists of goods such as souvenirs and gifts available in the museums. The Maiden Tower, the Palace of the Shirvanshahs, and Gobustan are considered intangible cultural heritage.

Services: The three monuments have similar operating hours. The Maiden Tower and the Shirvanshahs Palace Complex are open from Monday to Saturday, 11:00 to 19:00, while the Gobustan State Historical-Art Reserve operates from Monday to Saturday, 11:00 to 17:00. Reservations are recommended for large groups. Each museum provides guided tours in Azerbaijani, Russian, English, French, and Turkish.

Price: The price-quality ratio for each monument is reasonable. Entry to the Maiden Tower costs 1 AZN for minors, while the Shirvanshahs Palace Complex and Gobustan State Historical-Art Reserve charge 3 AZN. These prices remain stable even during peak seasons. Special entry prices are available for families, seniors, and children. Unfortunately, these prices are not listed on the official websites and can only be obtained from museum staff.

Place: The physical location and accessibility of the Maiden Tower and the Shirvanshahs Palace are key motivating factors for

attracting tourists. These historical monuments are located in the center of Baku, in the Old City (Icherisheher).

Distribution Channels: The term refers to the process of delivering the product from the place of production to the place of consumption.

Name of the historical monument	Web page status	Social media activity	Conducting promotional events
Icherisheher State Historical and Architectural Reserve Administration	Medium	Excellent	Excellent
Maiden Tower	None	None	Weak
Shirvanshahs Palace Complex	Weak	None	Weak
Gobustan National Historical and Artistic Reserve	Good	Weak	Weak

integrated marketing communications strategy , the “steps of marketing communication strategy formulation” model. The formulation of a communication strategy for promoting a company and its products and services is based on a five-step model. These steps are shown as follows:

Table 1. Steps in developing integrated marketing communications strategies

First step	Assessing marketing communications opportunities
Second step	Analyzing marketing communications resources
Third step	Determining the objectives of marketing communications
Step four	Development and evaluation of alternative strategies
Step five	Setting specific marketing communications goals

Source: Table compiled by the author

2. Assessing the marketing activities and tourism potential of Azerbaijan's monuments included in the UNESCO World Heritage List , and conducting a SWOT and marketing mix analysis will allow us to take more precise steps.

In order to establish a marketing strategy for introducing Azerbaijani monuments included in the UNESCO World Heritage List to the world, it is advisable to conduct a SWOT analysis to review the internal capabilities of those monuments and at the same time analyze their external opportunities.

Table 3. GZIT

	Strengths	Weaknesses
SWOT analysis	They have an ancient history One of the first human settlements (Gobustan State Historical-Artistic Reserve) Location The location of monuments and tourist facilities in the capital Baku Price/quality ratio Financial resources Login for other members Staff skills Inclusion on the UNESCO World Cultural Heritage List The first historical site included in the UNESCO World Heritage List (Shirvanshahs Palace Complex) Infrastructure With the establishment of the Icherisheher State Historical-Architectural Reserve, Icherisheher is the first historical site in the world to have its own administrative structure as a historical site.	Tourists have little knowledge about these monuments Marketing management skills Lack of tour packages for Azerbaijan's UNESCO World Heritage Sites Failure of the Internet and web pages to meet modern market requirements The information on the Facebook page of the Gobustan State Historical and Artistic Reserve is in Azerbaijani. Inactivity on social networks Insufficient propaganda Lack of medical facilities Limited parking Lack of statistical data to allow for analysis Lack of measurement of tourists' satisfaction with the level of service provided Lack of road signs to Gobustan State Historical and Artistic Reserve Unlike the Icherisheher State Historical-Architectural Reserve, there are no catering facilities for tourists in the Gobustan State Historical-Artistic Reserve.

Opportunities	Growth in the economy Historical place Sun and sea Favorable business environment The presence of hotels, restaurants and cafes in the territory of the Icherisheher State Historical and Architectural Reserve	GI strategy (SO) Using the opportunities of the sun and sea for the development of tourism Taking advantage of a historical site to attract new tourists Embassies of many countries, hotels and restaurants operate in the Old City.	ZI strategy (WO) Creating an appropriate marketing mix: investing in promotional activities. Building a parking lot Lack of a modular medical station
Dangers	Obtaining information International vehicles Price level in Azerbaijan In 2003, the presence of illegal buildings in the Old City, the Palace of the Shirvanshahs, and the Maiden Tower, as well as Due to the existence of negative situations such as the destruction caused by the strong earthquakes that occurred in November 2000 in Baku, it was included in UNESCO's List of World Cultural Heritage in Danger. Lack of a mechanism to prevent tourists from damaging the Gobustan rocks	GT strategy (ST) Azerbaijan UNESCO's world culture heritage on the list included for the monuments made marketing activity development to make . Every one for the monument program The goal of creation is to provide sponsorship use . Inner city , Shirvanshahs Palace , Maiden of the castle the whole world in danger culture heritage directed to be removed from the list big my name like usual restoration of the measures to be considered .	ZT strategy (WT) Tourists to increase the number The target language is more good tourism to determine the destination . Azerbaijan UNESCO 's world culture heritage on the list included of the monuments erected to the world marketing for the purpose of promotion management of their skills development to make

As a result, when analyzing the integrated marketing communication tools used to promote Azerbaijan's historical monuments included in the UNESCO World Cultural Heritage List - the Icherisheher State Historical and Architectural Reserve, Maiden Tower, the Palace Complex of the Shirvanshahs, and the Gobustan National Historical and Artistic Reserve - to the world, we came to the following conclusions:

Name of the historical monument	Web page status	Social media activity	Conducting promotional events
Icherisheher State Historical and Architectural Reserve Administration	Medium	Excellent	Excellent
Maiden Tower	None	None	Weak
Shirvanshahs Palace Complex	Weak	None	Weak
Gobustan National Historical and Artistic Reserve	Good	Weak	Weak

3. Analysis and study of the successful experience of Europe and Turkey will strengthen the role of cultural tourism in the Azerbaijani economy. After the adoption of the European Cultural Convention, it helped to shape the heritage policies of most European countries and, as a result, cooperation between them. This strategy also touches on the work carried out by UNESCO and the European Union and the discussions held in international non-governmental organizations and networks focused on cultural heritage, which participated in the preparation of this strategy. The main action plan of the European Cultural Heritage Strategy for the 21st Century, the main target audience of which is the local population, the population of other European countries and regional populations, consists of the following [125, p. 100] :

- To highlight that the diversity of European cultural heritage has both a European and a local dimension ;
- Identify and highlight the material and immaterial exogenous influences that have influenced the history of European society and European culture ;
- Identify and highlight exchanges of imported or exported skills and know-how ;

- Use language and presentation techniques adapted to different audiences to demonstrate that Europe's cultural heritage and cultural diversity are active for the future of Europe ;
- Produce written, audiovisual and digital materials in several languages, creating connections between a specific site or event and other cultures;
- Participate in European Cultural Heritage Days and other events that highlight the link between cultural heritage and European values, ideals and principles;
- To spread the philosophy of the “European Cultural Heritage Label” in order to create enthusiasm by using examples of regional and local cultural heritage;
- To promote and promote the "European Capitals of Culture";
- To create a history of the cultural heritage of Europe as a whole and of individual European countries.
- Organize visits to neighborhoods, villages, cities, crafts, museums and libraries for local people and cultural heritage specialists to explore these sites;
- Encourage demonstrations by local artisans to promote and acquaint with local craft skills and examples;
- Organizing events covering aspects of cultural heritage ;
- Increasing knowledge about the use of digital tools to promote cultural heritage and communicate information about its history to countries around the world;
- Printing booklets, brochures and scientific works containing information about cultural heritage samples;
- To make improvements to enhance the safety of cultural heritage sites and to enable tourists with physical or sensory disabilities to experience the country's cultural heritage as much as possible;
- To promote remote virtual discovery of cultural heritage using the latest technologies and social networks ;
- To prepare audiovisual programs ;
- Creating interactive, fun, creative presentation methods ;

- Prepare presentation and interpretation materials in multiple languages ;
- To carry out campaigns (organizing press conferences, games or competitions) to familiarize the world community with the country's cultural heritage;
- Identify companies willing to partner to promote cultural heritage
- To contact competent authorities (consular chambers, groups of companies, sponsorship groups) to create and promote partnerships ;
- Raising awareness among potential partners about the values of cultural heritage for society ;
- Displaying examples of cultural heritage at events related to culture or tourism;
- To encourage the creation of games that reflect cultural heritage and its elements;
- Preparing programs with propaganda content (lectures, conferences, television and radio programs, publications for special readers, etc.);
- Organization of public meetings between experts, researchers and users (cultural heritage issues and discussions)

Methods and successful practices of promoting monuments in Turkey. As we have mentioned, 18 historical and cultural monuments of Turkey have been included in the UNESCO World Heritage List. One of these monuments is Göreme National Park and Cappadocia. Göreme National Park and Cappadocia are listed according to the following historical and cultural criteria:

- The temples built on the cliffs of Cappadocia present the characteristics and unique craftsmanship traditions of the Byzantine era;

- In September 2015, Skift, New York City's most recognized digital marketing publisher, honored Turkey Home with the "Best Facebook Brand" award at the "Skifties 2015 Social Media Awards for Travel Brands."

- The "Turkey Home" brand ranked 1st in terms of followers among the 1000 verified accounts of international tourism destinations on the social network "Twitter". As part of the work done to strengthen the "Turkey" brand, the phrase "Made in Türkiye" was first used on

products exported in December and mid-2021, instead of “Made in Turkey”. Now this campaign is being continued as rebranded www.goturkiye.com.

4. The Brown-Gibson method and a fuzzy economic model of the level of recognition of our monuments both in Azerbaijan and abroad have been established as effective means of promoting Azerbaijani monuments included in the UNESCO World Cultural Heritage List ;

A survey was conducted to assess the level of recognition of Azerbaijani monuments included in the UNESCO World Heritage List among locals and foreigners. The survey was prepared by the author to determine both the level of recognition of the monuments and the means of recognition. In accordance with the purpose of the dissertation, the survey was compiled in Azerbaijani and English, and questions with the same content in both languages served to collect initial data.

According to the survey, the following questions are reflected in order to achieve the goal in accordance with the dissertation work. "Do you know the monuments of Azerbaijan included in the UNESCO cultural heritage? Are the monuments of Azerbaijan included in the UNESCO World Cultural Heritage List sufficiently known by foreign tourists? Are you aware of the level of information that will inform foreign tourists about the UNESCO monuments of Azerbaijan? The reason why the monuments of Azerbaijan included in the UNESCO heritage are not sufficiently known in the world, etc. It was organized based on the questions. More than 200 respondents participated in the survey conducted among the local population, and more than 100 respondents participated in the survey conducted among foreigners.

A fuzzy inference system was used to evaluate individual monuments, and the Brown-Gibson model was used to evaluate recognition tools.

1. First, the level of recognition of monuments in the country and abroad, each separately, is assessed using a fuzzy inference system.

Fuzzy logic inference system is an input-output inference process consisting of a set of fuzzy rules given in the form of if-then using the knowledge and experience of an expert. This method, whose first applications date back to the 1970s, is based on the theory of “Fuzzy

Logic” proposed by Lutfizadeh in 1965. In 1975, Ebhasim Mamdani and Assilian proposed their own logical inference method based on the idea of fuzzy logic inference and fuzzy algorithm proposed by Lutfizadeh and built a “fuzzy controller” for a laboratory model of a steam engine using the rules obtained from people working there. In subsequent years, Tsukamoto, Larsen, Sugeno and other scientists also developed this method. Takagi – Sugeno Fuzzy Model was improved by Takagi, Sugeno and Kang based on the Mamdani method and proposed in 1985.

In the inference block, the superposition of the modified fuzzy sets according to all the rules is performed. Finally, the fuzzy result obtained in the defuzzification block is converted into a value. The general scheme of the system is as follows:

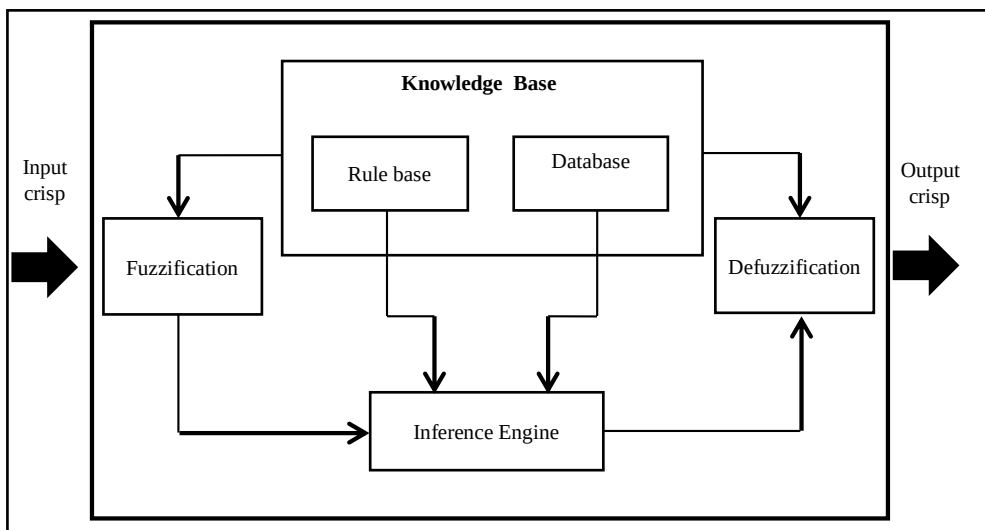


Figure 1. Fuzzy inference system

The most widely used and important of the fuzzy logic inference methods are the Mamdani and Sugeno (Sugeno-Takagi) type inference systems.

The process for evaluating monuments individually, both domestically and abroad, and then globally, was carried out in the following stages:

1. Fuzzification of input variables

2. Application of fuzzy operators (“and” or “or”)
3. Implication
4. Summarizing the results of the rules
5. Defuzzification

For the fuzzification of input variables, membership functions are defined by writing them as a set of linguistic variables, and then a set of rules is created as follows, characterizing this effect, taking into account the possible options with the if then condition.

If Input 1 is y_1 and Input 2 is y_2 and and input j is y_n , then Output is c

If more than one rule is given in the rules based on knowledge and experience, the Boolean operators “and”, “or” are applied. The implication, that is, the “min” operator, is applied to each rule and the result is obtained according to the rules. Finally, all the results obtained are summed up with the “max” operator and the final result is defuzzified and expressed as a number.

It is important to characterize the means of promoting monuments not only with quantitative indicators, but also with indicators characterizing the quality of each of these means. For this purpose, I have used the Brown-Gibson model, which takes into account both quantitative and qualitative indicators . The mathematical expression of the model is as follows:

$$M_i = CFM_i * [X * OFM_i + (1 - X)SFM_i]$$

M_i – size of the i -th alternative; CFM_i - size of the critical indicator; OFM_i - size of the objective (quantitative) indicator; SFM_i - size of the subjective (qualitative) indicator;

X - the importance (weight) of objective indicators in decision-making; $(1 - X)$ - the importance (weight) of subjective indicators in decision-making.

In the issue under consideration, there are 4 alternatives and 3 qualitative and 1 quantitative indicator characterizing them.

Alternatives: TV, social media, conferences and similar organizations, environment

Objective (quantitative) indicator – where did foreign citizens hear about Azerbaijani monuments? (information obtained from the survey)

No.	Alternatives	Interest rates
1	TV	1.13
2	social media	9
3	conferences and similar organizations	1.13
4	environment	15.7

Subjective (qualitative) indicators - advertising, costs, language knowledge

No.	Alternatives	Subjective (qualitative) indicators		
		Advertisement	Expenses	Language knowledge
1	TV	Weak	average	Medium
2	Social media	Medium	no	Medium
3	Conferences and similar organizations	Medium	very	Medium
4	environment	Good	no	Medium

No.	Subjective indicators	Weights
1	Advertisement	0.35
2	Expenses	0.35
3	Language knowledge	0.3

No.	Subjective indicators	Degrees of subjective indicators	Weights of degrees
1	Advertisement	None	0
		It is weak.	0.25
		It is medium.	0.5
		It's good.	0.75
		It is strong.	1
2	Expenses	There are many.	0
		It is medium.	0.4
		It is less.	0.7
		None	1
3	Language knowledge	Weak	0.2
		Normal	0.5
		Good	1

No.	Alternatives	Subjective (qualitative) indicators		
Weights of subjective (qualitative) indicators				
		0.35 (advertisement)	0.35 (cost)	0.3 (language knowledge)
	Prices according to the levels of available information			
1	TV	0.25	0.7	0.5
2	Social media	0.5	1	0.5
3	Conferences and similar organizations	0.5	0	0.5
4	environment	1	1	0.5

No.	Alternatives	OFM_i	SFM_i
1	TV	1.13	0.482
2	Social media	9	0.675
3	Conferences and similar organizations	1.13	0.325
4	environment	15.7	0.85

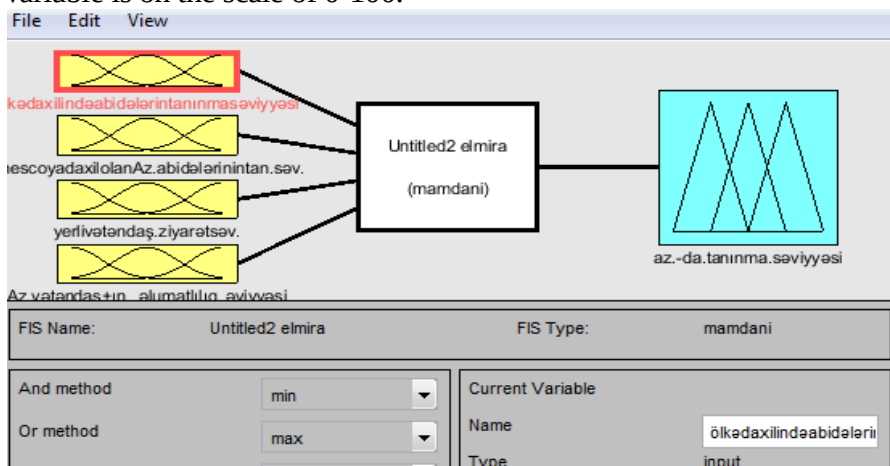
No.	Alternatives	$M_i = CFM_i * [X * OFM_i + (1 - X)SFM_i]$, ($CFM_i = 1$)		
		X=0.5, 1-X=0.5	X=0.4, 1-X=0.6	X=0.6, 1-X=0.4
1	TV	0.8	0.8708	0.7412
2	Social media	4.84	5.67	4,005
3	Conferences and similar organizations	0.73	0.808	0.647
4	environment	8.28	9.76	6.79

Result: environment, social media, TV, conferences and similar organizations. As can be seen from the last table, the increase or decrease in the share of objective and subjective indicators of recognition tools in the assessment does not affect their consistency.

A fuzzy economic model has been established for both Azerbaijan and the level of recognition of our historical monuments included in the UNESCO World Cultural Heritage List.

The results of a survey conducted among the local population were used to assess the monuments separately at the country level. For

each monument, the input variables “Level of recognition of monuments within the country”, “Level of recognition of monuments included in the UNESCO cultural heritage”, “Level of visiting monuments by local citizens”, “Level of awareness of Azerbaijani citizens about monuments” were determined and entered into the system by fuzzifying them using a set of terms. A membership function was established for each input variable expressed in terms and a set of rules was compiled. “Level of recognition of Azerbaijani monuments” was entered into the system as an output variable. It should be noted that the initial data of the input variables are on the scale of [1.5], [1.10], [1.10] [1.5], and the output variable is on the scale of 0-100.



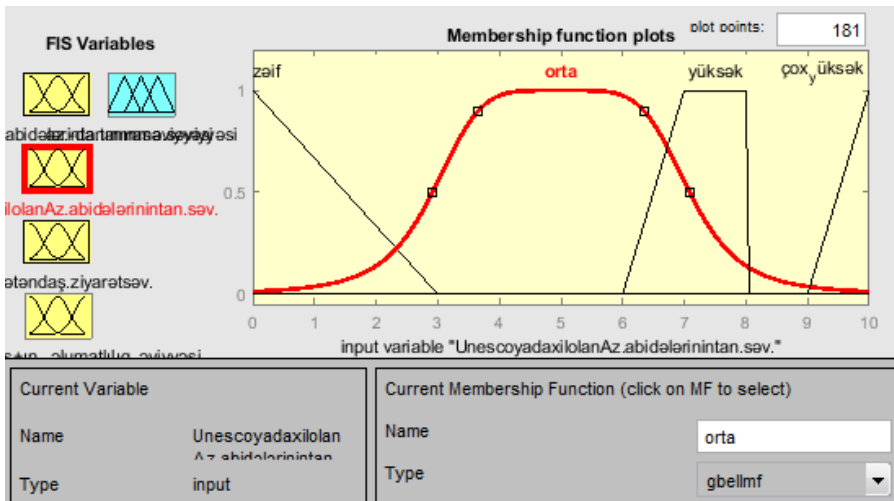
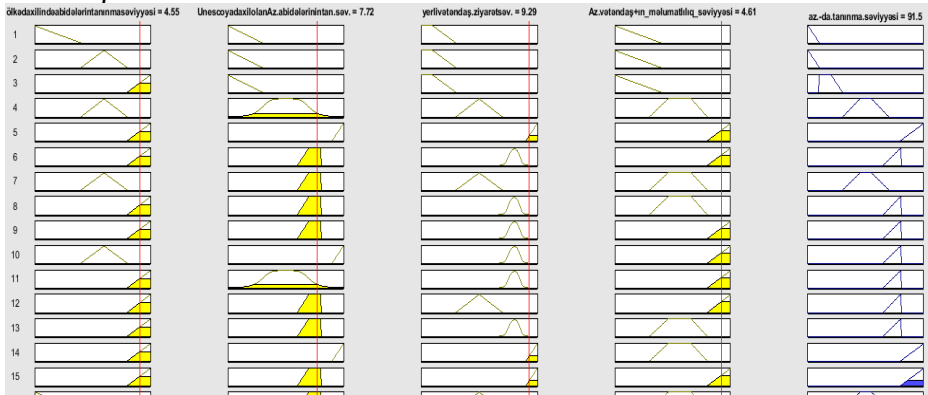


Figure 2. Membership function for 1 input variable

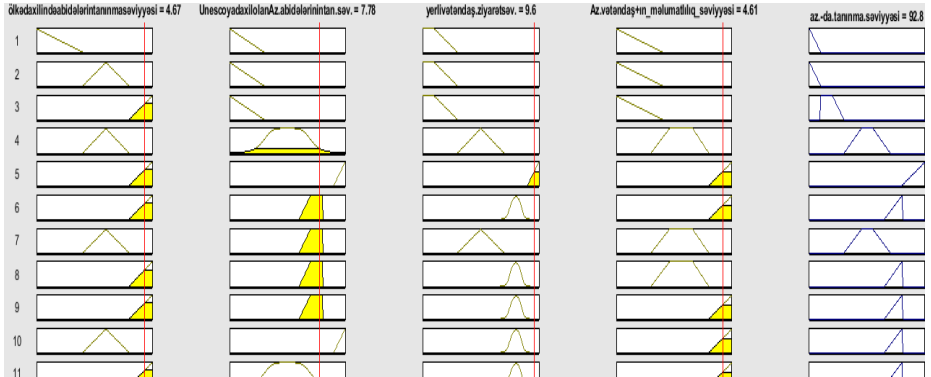
Results for Icherisheher Reserve



Icherisheher State Reserve

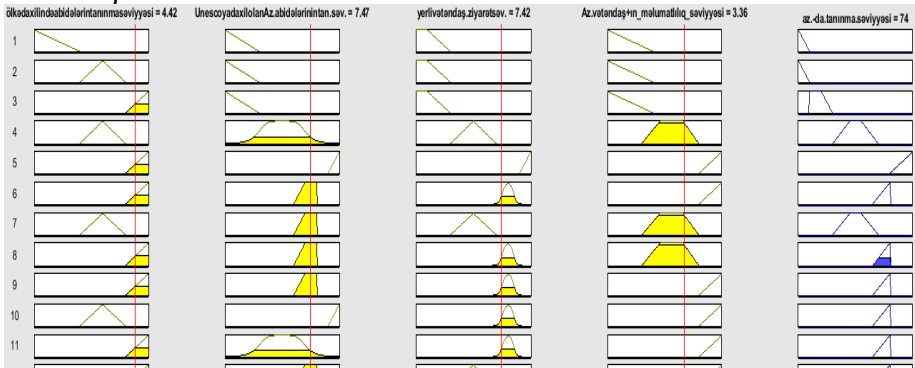
- 1) Level of recognition of monuments within the country - 4.55
 - 2) Level of recognition of monuments included in the UNESCO cultural heritage - 7.72
 - 3) Level of visiting monuments by local citizens - 9.29
 - 4) Level of awareness of Azerbaijani citizens about monuments - 4.61
- Finally, the recognition level of the Old City, which was included in the UNESCO World Heritage List, is 91.5 out of 100.

Maiden Tower



- 1) Level of recognition of monuments within the country - 4.67
 - 2) Level of recognition of monuments included in the UNESCO cultural heritage - 7.78
 - 3) Level of visiting monuments by local citizens - 9.6
 - 4) Level of awareness of Azerbaijani citizens about monuments - 4.61
- The recognition level of the Maiden Tower, included in the UNESCO World Heritage List of Azerbaijan, is 92.8 out of 100.

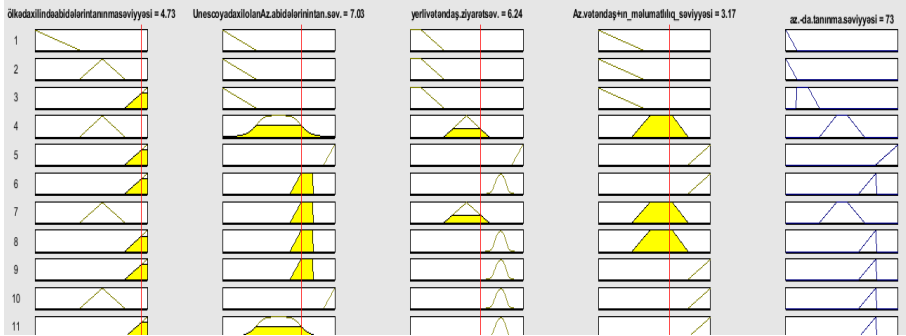
Palace of the Shirvanshahs



- 1) Level of recognition of monuments within the country - 4.67
- 2) Level of recognition of monuments included in UNESCO cultural heritage - 7.47
- 3) Level of visiting monuments by local citizens - 7.42
- 4) Level of awareness of Azerbaijani citizens about monuments - 3.36

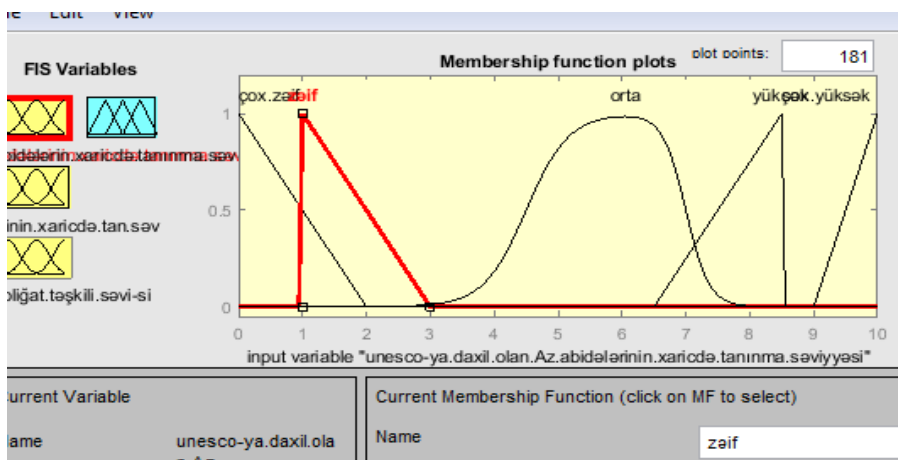
The recognition level of the Palace of the Shirvanshahs, which is included in the UNESCO World Cultural Heritage List of Azerbaijan, is 74 out of 100.

Gobustan State Art and Historical Reserve



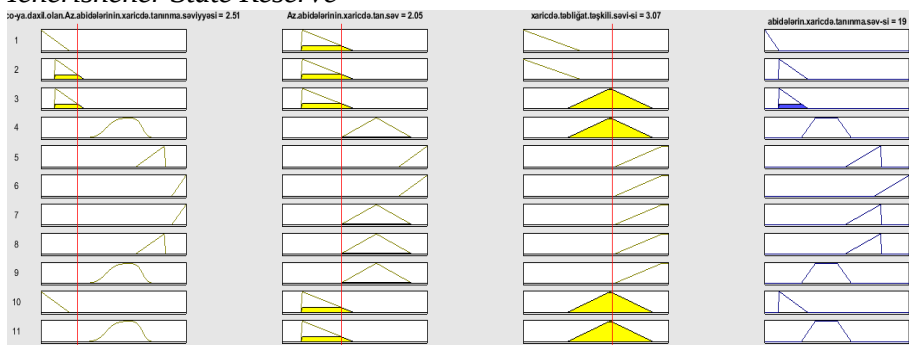
- 1) Level of recognition of monuments within the country - 4.73
- 2) Level of recognition of monuments included in UNESCO cultural heritage - 7.03
- 3) Level of visiting monuments by local citizens - 6.24
- 4) Level of awareness of Azerbaijani citizens about monuments - 3.17

The recognition level of the Shirvanshahs Palace, which is included in the UNESCO World Cultural Heritage List of Azerbaijan, is 73 out of 100. As I mentioned, the Mamdani fuzzy inference method was used for this. To assess the level of recognition of each monument abroad, 3 input variables were defined, such as “level of recognition of UNESCO monuments abroad”, “level of publicity”, “level of recognition of Azerbaijani monuments”, were fuzzified and entered into the system, and a membership function was established for each term. The input variable “level of recognition of monuments included in the UNESCO cultural heritage abroad” was expressed through the set of terms “high”, “very high”, “medium”, “weak” and “very weak”, and the membership function for each term was established as follows.



Picture xxx.

Icherisheher State Reserve



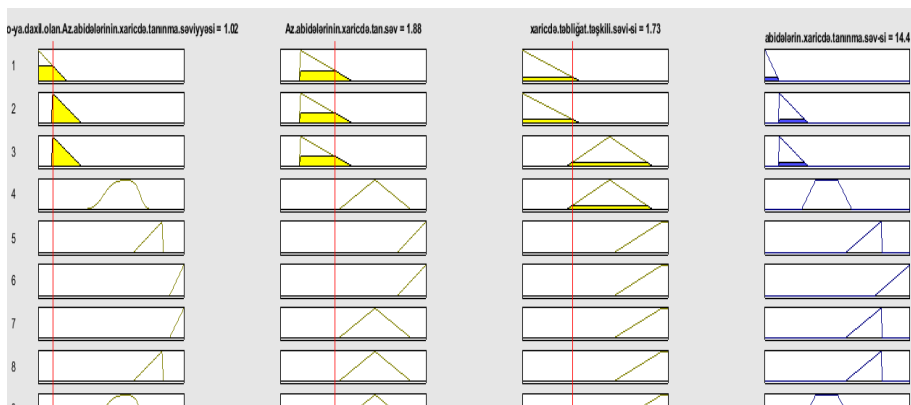
"Level of recognition of UNESCO monuments abroad" - 2.51

"Level of promotion of UNESCO monuments" - 3.07

"Level of recognition of Azerbaijani monuments" 2.05

The recognition level of the Icherisheher State Reserve, included in the UNESCO World Heritage List of Azerbaijan, is 19 out of 100.

Maiden Tower



"Level of recognition of UNESCO monuments abroad" - 1.02

"Level of promotion of UNESCO monuments" - 1.73

"Level of recognition of Azerbaijani monuments" - 1.88

The recognition level of the Icherisheher State Reserve, included in the UNESCO World Heritage List of Azerbaijan, is 14.4 out of 100.

Palace of the Shirvanshahs



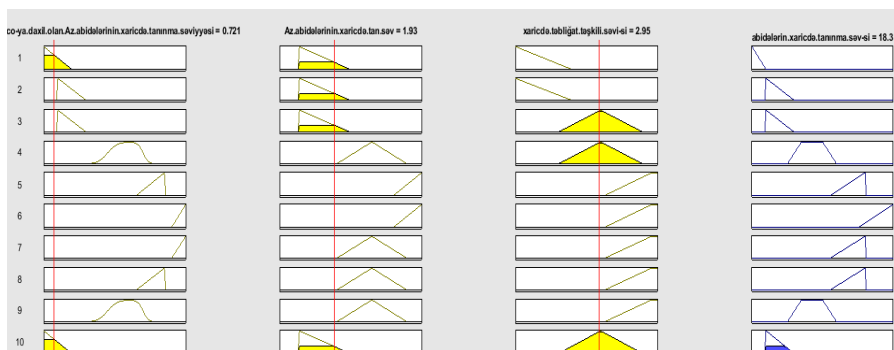
"Level of recognition abroad of monuments included in the UNESCO cultural heritage" -1

Level of recognition of Azerbaijani monuments abroad - 1.5

"Level of promotion of UNESCO monuments"-1

The recognition level of the Icherisheher State Reserve, included in the UNESCO World Heritage List of Azerbaijan, is 12.8 out of 100.

Gobustan Reserve



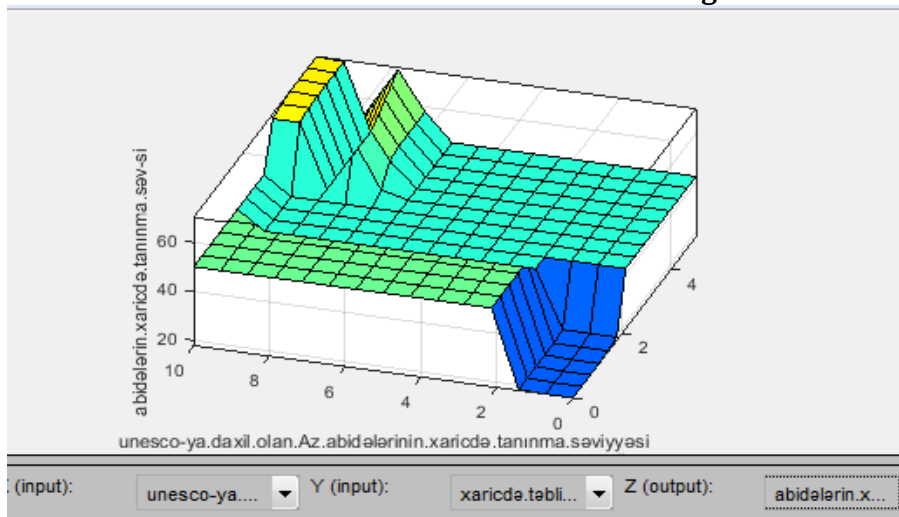
"Level of recognition abroad of monuments included in the UNESCO cultural heritage" - 0.721

Level of recognition of Azerbaijani monuments abroad - 1.93

"Level of promotion of UNESCO monuments" - 2.95

The recognition level of the Icherisheher State Reserve, included in the UNESCO World Heritage List of Azerbaijan, is 18.3 out of 100.

A 3D model showing the level of recognition of Azerbaijani monuments included in the UNESCO cultural heritage .



The results of the analysis show that the level of recognition of monuments included in the UNESCO cultural heritage is low.

The Mamdani inference system was used to evaluate the global recognition of UNESCO-listed monuments, and 7 input variables were fuzzified and entered into the system, and an output variable was determined, which received a score on a scale of 0-100. The process was carried out for each monument as mentioned above, and the results obtained are generally reflected in the table below.

Monuments	Recognition level		
	In the country (%)	Abroad (%)	general
Icherisheher State Historical and Architectural Reserve Administration	91.5	19	53
Maiden Tower	92.8	14.4	50
Shirvanshahs Palace Complex	74	12.8	42
Gobustan National Historical and Artistic Reserve	73	18.3	46

A social survey was conducted among local and foreign citizens to assess the level of recognition of UNESCO-listed monuments and the state of their promotion tools.

A fuzzy model of the promotion of Azerbaijani monuments included in the UNESCO World Heritage List

5. Integrated marketing communications strategies and models have been developed to promote our historical monuments, which are included in the UNESCO World Heritage List, to the world.

To promote Azerbaijan's historical monuments included in the UNESCO World Heritage List to the world and attract more tourists, it is recommended to apply integrated marketing communication tools: advertising, public relations, sales promotion, direct marketing, various media and materials such as billboards, radio, online, press releases.

The integrated marketing communication model for promoting Azerbaijan's historical monuments included in the UNESCO World Cultural Heritage List to the world is as follows:

6. The preparation of a Geographic Information Systems tourism map for Azerbaijan's UNESCO World Heritage sites is indispensable in modern tourism.

In the preparation of tourism maps, GIS technologies provide a more accurate description of territories, coordinates of the location of monuments, the availability of infrastructure, and analysis of environmental conditions. This allows for planning tourist routes, increasing safety and comfort, and improving the quality of tourism services.

Through GIS technologies, monuments are classified both geographically and historically and presented on maps. For example, the Icherisheher State Historical-Architectural Reserve, Maiden Tower and Palace of the Shirvanshahs can be marked on GIS maps along with their coordinates, description, historical significance and photographic materials. This provides researchers, tourists and government agencies with comprehensive information about the monuments.

Consequently, GIS tourism maps are not only a navigation tool, but also a strategic tool for preserving cultural heritage, increasing tourism potential, and ensuring sustainable development .



The map is a Geographic Information Systems (GIS)-based tourism-monument map covering the territory of Baku and the Absheron Peninsula.

Map description

- Area: The Absheron Peninsula and the Caspian Sea coastline are shown.
- Main objects: Places where historical and cultural monuments are located are indicated with special signs.
- Signs (key – “Signs” is given in the lower right part of the map):
 - o Blue line – inter-monument route
 - o Black dots – main monuments
 - o Red lines – roads
 - o Yellow areas – residential areas
- Main monuments:
 1. Icherisheher State Historical-Architectural Reserve
 2. Maiden's Tower
 3. Shirvanshahs Palace Complex
 4. Gobustan Rock Paintings Reserve

Importance in terms of tourism

- Such maps make navigation and route selection easier for tourists.
- Precise geographical coordinates of the location of the monuments are provided.
- It creates the opportunity for documentation and monitoring for the protection of historical and cultural heritage.
- It serves the development of tourism by visualizing routes for domestic and foreign tourists.

CONCLUSION AND SUGGESTIONS

Each historical monument of Azerbaijan included in the UNESCO World Heritage List has great potential to become the most attractive museum. Historical monuments considered world heritage offer guides in Russian, English, Turkish, French, professional staff and ancient history dating back to the 12th and 15th centuries. The lack of marketing communications of historical monuments included in the UNESCO World Heritage List has had a negative impact on the number of tourists. Tourists' awareness of these monuments is insufficient, and the lack of organization of tours to these historical sites also hinders the introduction of historical sites to the world. As we have noted, there are no travel tours to historical sites considered world heritage in Azerbaijan. For this purpose, it is necessary to organize cultural tours.

The following measures are recommended to be implemented in order to promote Azerbaijan's monuments included in the UNESCO World Cultural Heritage List to the world:

- A logo and slogan should be created.
- Creating branding for cultural heritage sites
- It serves the development of tourism by visualizing routes for domestic and foreign tourists .
- Creating a tourism map is not just a geographical description, but also the integration of monuments and the display of tourism potential using GIS technologies.
- To attract more tourists, it is advisable to apply integrated marketing communication tools. The most important communication tool for attracting foreign tourists is the Internet. First of all, a website should be created that will provide tourists with necessary information in different languages about the monuments of Azerbaijan included in the UNESCO World Cultural Heritage List. Tourists visiting the website will virtually get acquainted with historical monuments , obtain information about each monument, such as working hours and entrance prices, and read the opinions and comments of tourists who have visited it. Considering the relevance of social media, pages should be created on various social networks, information should be regularly posted in different languages, competitions should be organized that will arouse

interest among tourists, and the created website should have web redirects to these pages. Also, online sale of entrance tickets to monuments should be carried out through the site.

- Advertisements and articles about historical monuments should be placed on well-known television channels and print media around the world, and organized events should be covered.

- Festivals, competitions of international importance, exhibitions should be organized to attract the attention of tourists, as well as a pavilion of historical monuments should be created at prestigious tourism exhibitions, and detailed information should be provided to visitors. For example, a historical and cultural festival should be organized in the territory of the Shirvanshahs Palace that would allow tourists to travel to that period. Trade festivals should also be held to increase the number of tourists.

- Films and animated films about our historical monuments, which are world heritage sites, should be made by influential companies such as Warner Bros., Walt Disney, etc. and shown at international film festivals.
- It is necessary to take a successful strategy, such as the reflection of Gobustan rock paintings in clothing presented at fashion shows, to the international level.
- the Turkish city of Cappadocia, which is included in the UNESCO World Heritage List, should depict historical sites in Azerbaijan.
- 3D models and images of monuments should be displayed at domestic and foreign airports.
- Monuments should be depicted on the backs of airline tickets, movie tickets, and receipts issued to customers by stores and restaurants.
- The construction of replicas of the Palace of the Shirvanshahs and Maiden Tower in famous amusement parks such as the Seaside National Park, Disneyland, etc. would play an important role in promoting these monuments internationally, etc.
- Opening a direct route from the city center to the Gobustan Reserve. This, in turn, will attract the attention of tourists visiting the city.
- Increasing road signs on the road to Gobustan Reserve
- Preparation of brochures in English about the monuments, including a brief history and a map

- Cooperation with hotels. Placing brochures about monuments in the lobby of hotels
- Increase activity on social networks and keep them under constant control
- Updating and adding information about Azerbaijan to all important and frequently used websites
- Increasing the effectiveness of the measures taken
- Updating and adding information about monuments on Wikipedia
- Organization of international scientific and practical conferences in English with the participation of scientific staff from various prestigious universities
- Increasing cooperation with foreign tour agencies and developing attractive tour packages for Azerbaijan
- Budget allocation for advertising on social networks
- Publishing pictures and short articles reflecting the unique features of Azerbaijan's monuments included in the UNESCO World Heritage List on popular websites or social networks
- To attract tourists from other countries by taking advantage of Azerbaijan's natural zones, the Caspian Sea, Naftalan healing oil, favorable climatic conditions, and the Azerbaijani government's good financial resources for tourism development.
- Invest in promotional activities to introduce Azerbaijan's monuments included in the UNESCO World Heritage List to tourists from foreign countries.
- To create a marketing mix that is appropriate for existing and other countries to meet customer needs, expectations, and perceptions.
- To develop communication activities (internet) using financial resources to facilitate access to information about Azerbaijan's monuments included in the UNESCO World Heritage List.
- Using sponsors to organize programs and events for each monument .
- To create a better tourism destination in order to increase the number of tourists coming to Azerbaijan.
- Preparation of promotional products reflecting Azerbaijani monuments and ensuring their sale abroad
- Using UNESCO monuments as animation in the production of

animated films. Later providing English translation and posting on YouTube channel. Promoting monuments targeting children.

- Cooperation with various well-known companies and preparation of joint special projects
- Holding competitions involving representatives from different countries
- To develop marketing management skills to promote each of the monuments of Azerbaijan included in the UNESCO World Cultural Heritage List to foreign tourists.
- Promote cultural heritage in schools.

The main content of the research is reflected in the following published scientific works of the author:

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8. Hacıyeva E.N. “Marketing mix of Azerbaijan UNESCO monuments”, Економічний вісник Донбасу, Ukraina, №4 (54), 2018, s.106-109.
9. Hacıyeva E.N., Süleymanov E. “Azərbaycanda turizm bazarının formalaşması və inkişafının problemləri”, Azərbaycan Turizm və Menecment Universiteti, Müasir dövrdə effektiv idarəetmənin problemləri konfrans materialları, Bakı, 2019, s.20-25.
10. Hacıyeva E.N. “UNESCO dünya mədəni irsinin təbliğatçısıdır”, AMEA İqtisadiyyat İnstitutunun 60 illik yubileyinə həsr olunmuş beynəlxalq elmi-praktik konfransın materialları, Bakı, 2019, s.405-408.
11. Hacıyeva E.N. “Azərbaycanın UNESCO ümumdünya irs siyahısına daxil edilmiş abidələrinin dünyaya tanıtılmasında sosial medianın

- təsiri və əhəmiyyəti”, Azərbaycan Turizm və Menecment Universiteti, Müasir dövrdə effektiv idarəetmənin problemləri konfrans materialları, Bakı, 2019, №1, s.66-69.
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