

**Opportunities for the Development of Regional History Museums in Bulgaria
(following the example of Nordland Museum, Norway)**

Genka Rafailova - Assoc.Prof., PhD
University of Economics - Varna, Varna, Bulgaria
genka.rafailova@ue-varna.bg

Todor Dyankov - Chief Assistant, PhD
University of Economics - Varna, Varna, Bulgaria
todordyankov@ue-varna.bg

Krasimira Yancheva - Chief Assistant, PhD
University of Economics - Varna, Varna, Bulgaria
krasimira_yancheva@ue-varna.bg

Abstract

Museum management in the 21st century and beyond is faced with a number of challenges that are imposed by a rapidly changing, aggressive supply and demand and dynamic environment, as well as by different patterns of consumer behavior. In relation to the right path for their successful development, museums in Bulgaria should pay attention to this environment, its factors, the "new" users, the "new" trends, the good world practices, the "new" opportunities. Otherwise, museums will function inefficiently and user satisfaction will remain unchanged. The main purpose of this publication is to present directions for application of modern and entrepreneurial approaches, necessary for development of the museums in Bulgaria, based on foreign successful practices.

Keywords: museum activity, archaeological museum, regional history museum, benchmarking, tourism, development

JEL Code: N930

Introduction

The creation of this article was dictated by the participation of the author team in project BGCULTURE-1.001-0005-C01 "Development of the Regional History Museum - Varna as a multifunctional public space for science, art, culture and communication", financed under the Financial Mechanism of the European Economic Area 2014-2021, RA14 Program "Cultural Entrepreneurship, Heritage and Cooperation" within the period from 21.06.2022 to 21.04.2024. The leading organization is the Regional History Museum (RHM) - Varna. Partners in the project are University of Economics - Varna and Nordland Museum in Norway. The purpose of the project activity / engagement of UE -Varna / is to build management capacity in Regional History Museum (RHM) - Varna for design and offering experiences for the visitors of the Archaeological Museum and for the development of the museum as a space for experiences, knowledge, and leisure.

The subject of the research are the opportunities for the development of museums, and for the purposes of this study, the authors base their assessments on the example of Nordland Museum in Norway. **The object of the research** is the activity of the regional historical museums in Bulgaria, in particular the Archaeological museum - Varna. **The research goal** is to develop directions for application of modern and entrepreneurial approaches, necessary for the development of museums in Bulgaria, borrowing and basing on foreign successful practices.

In order to achieve this goal, specific scientific and research tasks have been identified:

- Study of the nature and role of regional history museums;
- Summarizing the features and activities of Regional History Museum - Varna and Nordland-Norway museum;
- Benchmarking of museum activities and operations.

For the successful completion of the assigned tasks, the author team uses the following research

methods: field research, observation, expert research, analysis and synthesis.

1. Nature and role of regional history museums in Bulgaria

The system of museums in Bulgaria consists of national, regional and local units. In terms of ownership, museums in Bulgaria are legally defined as state, municipal and private institutions along with museums established as public-private entities (art.27 (1), Law on Cultural Heritage). Regional history museums in Bulgaria carry out their activities on the territory of two or more municipalities (art.26 (2), Law on Cultural Heritage), covering the area of local museums that are acting only on the territory of one municipality. The territorial scope and methodological functions of regional museums are determined by the Council of Ministers on the proposal of the Minister of Culture. Regional museums are established and operate on the basis of cultural values and building stock provided by the state or municipality and unlike state museums (primary users of state budget funds) are financed as follows (art.40 (2), Law on Cultural Heritage): 1. By the municipalities on whose territory their seat is located along with receiving additional funds from the state budget, purposefully provided for their support; 2. From contributions made to their budgets by the municipalities in whose territory the regional museums operate as far as the amount of these contributions is determined annually by the relevant municipal councils. Regional museums can also receive funding through: own income; collected state fees for providing services and for issuing documents and duplicates; protected projects under international and national programs; donations, wills, sponsorships.

Regional, along with state and municipal museums in Bulgaria have the status of cultural and scientific institutes that are created, managed, financed, transformed and terminated under the conditions and in accordance with the Law on Cultural Heritage and the Law on the Protection and Development of Culture (art. 28 (1), Law on Cultural Heritage). Regional museums are allowed to possess their own subsidiaries (branches) which are created, transformed and terminated under the conditions and according to the order provided for the respective museum. The organization and activities of such branches are determined by the regulations of the museum for which they are created.

Scientific groups of specialists having scientific degrees or holding academic positions are specifically organized in favor of the regional museums. The scientific groups are methodologically subordinated to the relevant specialized scientific institutions (universities and research centers). The procedure for their establishment and operation is determined by an ordinance of the Minister of Culture. The organizational structure and activities of a regional museum are determined by regulations, adopted by the municipal council on the administrative territory of the museum headquarter (art. 29 (3), Law on Cultural Heritage). Regional museums are managed by: 1. methodically - by the Ministry of Culture; 2. in administrative and organizational terms - by the mayor of the municipality; 3. in the research field - from the Bulgarian Academy of Sciences and the relevant departmental and research institutes and institutions (art. 31, Law on Cultural Heritage).

On the basis of the act of their establishment, regional museums in Bulgaria are officially signed in a special register at the Ministry of Culture (art. 32 (1), 1, Law on Cultural Heritage). At the level of regional museums in Bulgaria 3 types of funds have to be formed - a general / main fund, an exchange fund and a scientific auxiliary fund (art. 34 (1), Law on Cultural Heritage). The main fund includes movable cultural values acquired by the museum and provided to it for free use of extremely great scientific and cultural importance in terms of a national wealth, as well as those that correspond to its thematic scope. The exchange fund includes movable cultural values that do not correspond to the thematic scope of the museum while the scientific auxiliary fund includes objects and other materials of importance for the museums' research, exhibition and educational activities.

The main activity of the regional museum corresponds with the preservation and presentation of movable and immovable cultural values (art. 35 (1), Law on Cultural Heritage). A regional museum in Bulgaria is expected to publish scientific materials, popular science materials

and advertising materials, as well as to carry out evaluation activities of cultural values - property of other legal entities or individuals. The regional museum may also carry out other economic activities when they are related to its main activity.

National and regional museums in Bulgaria, in view of their thematic scope may provide methodological assistance to municipal museums, private museums, museums with mixed participation and public collections (art. 36, Law on Cultural Heritage). In this relation *regional history museums* are responsible for the search, conservation and preservation of the archaeological heritage on the territory of Bulgaria, as well as the reproduction of this heritage when necessary. Regional history museums coordinate the work of local museums of public ownership within their territorial scope.

Out of 552 units on the territory of Bulgaria are administratively established 27 regional history museums with the relevant local subsidiaries (museums and exhibits): Blagoevgrad (2); Burgas (4); Varna (10); Veliko Tarnovo (24); Vidin (3); Vratza (11); Gabrovo (1); Dobrich (9); Kardzhali (1); Kyustendil (10); Lovech (5); Montana (5); Pazardzhik (3); Pernik (2); Pleven (1); Plovdiv (4); Razgrad (5); Russe (10); Silistra (4); Sliven (4); Smolyan (1); Sofia (12); Stara Zagora (7); Targovishte (4); Haskovo (3); Shumen (9); Yambol (4). All types of local subsidiaries and exhibits managed by regional history museums in Bulgaria considerably vary within the range of: historical museums; archaeological reserves; national historical and archaeological reserves; archaeological museums; archaeological bases; open-air architectural and ethnographic museums; architectural and museum reserves; house museums; medieval or ancient fortresses; medieval or ancient cities; ethnographic museums; medieval castles; underground museums; multimedia visitor centers; museum complexes; museum halls; art galleries; churches; rock monasteries; Roman baths; prisons; cemetery complexes; military cemeteries; memorial houses; tombs; museum centers; expositions (archaeological, ethnographic, historical, natural science); museum corners for children and adults; museum collections; permanent exhibitions; museum schools; memorials; ancient gates; remains of churches; monuments.

2. Features of The Regional History Museum - Varna¹ and Nordland-Norway museum

The Archaeological Museum of Varna was established in 1887 by the brothers Karel and Herman Shkorpil (archaeologist and scientist of Gzech and Bulgarian origin, founders of the bulgarian archaeology and museum activity). The building housing the museum was constructed in 1892-1898, for a school - a Girls High School. It was built in late baroque style with basement premises and two floors. It has an almost square shape and spacious internal yard. The exposition area of the museum is 2150 square meters. The Archaeological Museum shows original finds from the Paleolithic Age (about 100 000 years BC) to the Middle Ages (7 th -8 th century), many of which are of great significance to the archaeology of Europe and the world. The most significant exhibits in the museum are from the Varna Eneolith necropolis founded during accidented construction works in the west industrial zone of Varna in 1972. Varna necropolis is soon turned into a sensational scientific find, the significance of which surpasses largely the limits of the ancient history of contemporary Bulgaria.

The Regional History Museum - Varna is a cultural and scientific organization that participates in the implementation of state policy on the preservation of cultural values and museum work on the territory of the Varna region. The museum participates in this policy in interaction with state and municipal authorities, the Holy Synod, non-governmental organizations and civil society.

The thematic scope of the museum is general. The management of the museum is carried out:

- administrative - organizational - from the municipality of Varna;
- methodically - by the Ministry of Culture;

¹The characteristics of the Regional History Museum - Varna are based on the statute for the organization and activities of the museum

- in the research field - from specialized scientific institutes at the Bulgarian Academy of Science.

The main activities of the museum are the preservation and presentation of movable and immovable cultural values. To carry out its main activities, the museum performs the following functions and tasks:

- searches for movable cultural values, by obtaining and documenting information from various sources, including field surveys;
- studies, collects, acquires, preserves and documents cultural values;
- carries out identification of cultural values independently or jointly with other scientific or cultural organizations and higher schools, including when acquiring an object that can be defined as a cultural value in accordance with Art. 96, para. 3 of the Law on Cultural Heritage;
- carries out research activities subordinate to its main activity, organizes and conducts scientific events (conferences, workshops and discussions);
- provides methodological assistance to municipal, private museums and museums with mixed participation in accordance with the procedure determined by an ordinance of the Minister of Culture;
- issues scientific, popular science and advertising materials;
- publishes the results of the identification of cultural values - property of individuals or legal entities, after obtaining the written consent of their owners;
- participates in field studies on the territory of the country on provided funding;
- carry out legal transactions with cultural values under the conditions and in accordance with the Law on Cultural Heritage only from their exchange fund, after the permission of the mayor of the municipality of Varna;
- participates in auctions of movable cultural assets after obtaining permission from the Minister of Culture and after presenting a list of the cultural assets that will be offered;
- organizes permanent and temporary exhibitions, giving clear information about the presented movable cultural values through their designation, inscriptions, issuing of guidebooks and catalogs for the expositions and other informational materials;
- organizes or participates in temporary expositions - exhibitions abroad of movable cultural assets, or exports them abroad for the purpose of conservation and restoration under the conditions of Chapter Six, Section VI of the Law on Cultural Heritage;
- independently provides movable cultural assets stored in its funds for participation in temporary exhibitions in the country and abroad, as well as by order of the Minister of Culture;
- carries out activities in connection with the production of copies, replicas and objects for commercial purposes under the conditions and in accordance with the Law on Cultural Heritage;
- carries out conservation and restoration of cultural values, carried out by persons or under the direct supervision of persons entered in the register under Art. 165 of the Law on Cultural Heritage;
- prepares and conducts educational programs in the museum and other activities based on educational purpose;
- undertakes actions for lawful storage of movable cultural values in its funds, as well as for their protection;
- carries out digitization activities of the museum's main and exchange fund;
- provides information to the Ministry of Culture in connection with the registers under the Law on Cultural Heritage;
- interacts with the authorities of the Ministry of Internal Affairs and the prosecutor's office in the presence of data on the illegal acquisition of the items - object of identification or in other cases.

The structure of the museum is determined depending on its thematic scope and the formed funds and includes specialized departments and administration. Specialized departments are:

1. "Archaeology";

2. "Ethnography";
3. "Bulgarian lands XV - XIX centuries.";
4. "New history";
5. "Latest story"
5. "Nature".

Administration:

1. "Administrative-financial";
2. "Public relations and advertising";
3. "Investor";
4. "Technical";
5. "Scientific archive";
6. "Layout, expositions and exhibitions";
7. "Multimedia and computers".

The Museum has a Conservation and Restoration Studio, a dermoplasty laboratory and a photo studio. A scientific group has been established in the museum, which is methodologically subordinated to the specialized scientific institutions. The museum is managed by a director.

Financing of the museum. The museum is funded by:

1. The budget of the municipality of Varna;
2. Earmarked funds from the Republican budget;
3. Realized own revenues from providing services, sponsorship, donations, bequests from Bulgarian and foreign individuals and legal entities, etc.
4. Protected projects under international and national programs.

Norwegian Nordland Museum is a part of the national system of museums which was created by reform of museums in Norway in 2004. The result from the reform is that 400 museums are united in larger organizations and today there are 60 museums connected in the national network. They share information, knowledge and experience in cultural heritage management. As well through the system, Norwegian museums collaborate with Swedish museums for using platforms and knowledge for digitization of cultural heritage and its (online) presentation to the public. There is a digital platform - Digital Museum (Norway and Sweden), developed by KulturIT, which provides online access to more than 7,2 million objects from 340 Norwegian and Swedish museums and collections. That is an approach to present to the public the cultural heritage which is exhibited and preserved in the funds.

Organization structure of the Nordland Museum is divided between 3 main departments (South, Central and North), responsible for 19 museums and 130 cultural buildings in 9 municipalities. Four of the museums are located in Bodo, the capital city of Salten Region - Jekt Trade Museum, Kjerringøy Trading Post, Bodo City Museum. The ground funding of Nordland Museum is from the national government - between 50 % and 60 % of the budget. The County share in the budget is 20 % and the Municipality share is 20 %. The other important finance sources are projects which Nordland Museum develops and uses to apply to be financed and as well to find sponsors. Very important for the budget of the Nordland Museum is the subsidiary company MAKALAUS AS. This company is responsible for thematic restaurants and cafes, rent of museums' spaces for events, business meetings and dinners; souvenir shops, incl. the web shop; product development and staffing.

The visitor target groups of the Nordland Museum are 1) Tourists, the main group in the summer and 2) local communities and 3) citizens in Salten region during the whole year. Families with children from Bodo and the Salten Region are important target groups and they are attracted with activities which involve them in history and exhibitions. The institution applies active marketing communication through printed materials, posters, digital displays, digital marketing - website, presences in websites of Bodø, social media - Twitter, Instagram and Facebook.

The concept of all museums is based on the idea through thematic exhibition of artifacts and

images to present the history of Norway, Salten Region or Bodø. For example Jekt Trade Museum introduces 400 years from history of Northern Norway's golden age through the history of stockfish exporting trade and Jekts (cargo sailboat) sailing; Kjerringøy Trading Post visualized the past, with "jektefart" and fish trading, Herring and the daily life in northern Norway coastal communities in the 19 century and Bodø city museum tells the history of Bodo through stories for bombing the city, life before and after Second World War, including three dimension models of city before and after bombing.

The Nordland Museum has developed special activities and programs for children from primary kindergarten and schools - workshops, experience space, learning by doing and classes in the museums. Local community is attracted by organized seminars, workshops, lectures, concerts as well as the restaurant or cafe, which are visited during walking tours, jogging, biking, exploring the area etc. These restaurants and cafes are connected with the history, local traditions and products, and there is a story behind the menu and the design.

Museums communicate with the different audiences - visitors, families with children, students, residents and local business organizations through workshops (some with demonstration behind the museum exhibitions), thematic tours, events - educational (book presentation, lectures) and entertainment (concerts, team building, holiday fests), services as renting of museum space for dinner, conference, team meetings, discussions etc.

The experience of the visitors is designed as an edutainment (education + entertainment) through exhibitions and information (less text on the wall and more details on the monitors), different interactive activities (games, simulated reality, quizzes, etc.) as some of them are based on digital technologies (smart screens with photos, videos etc.).

There is a special app, created to involve children, with travel guides, Bædi and Børdi. By downloading a free app, the kids can follow these cool guys for a guided tour and to explore museums and sites they visit together with their parents. During the tours children learn and have fun at the same time with Børdi, who is a bird that cannot fly and Bædi, who is a goat that can fly.

The Nordland Museum is an important institution for community life in Salten region, development of tourism and socio-economic transformation of Bodø in a dynamic, interesting, attractive place for visit, business and live. This significance of the museum is achieved by the the follow strategic and operational approaches:

1. Story telling and sharing is fundamental for design of experience in the museums and sites of Nordland Museum which attract different audiences and involve the visitors in the history and local community life;

2. The balanced approach of application of digital technologies and direct interaction with museum exhibition, space and ambience create the memorable and exciting experience of visitors and all other audiences, communicating with museums. The interaction is shaped by impact on all senses (through space design, light, sounds and smell effects, approaches of text introduction as a size and explosion place, touches), inspiring curiosity and generating surprises, learning by doing and games.

3. Extension of museum's role of cultural institutions as a space or center for communication, relaxation, learning, leisure through exhibitions - main and temporary, thematic restaurants, cafes and souvenir shops, events, educational and creative activities. The museum attracts children and young people - visits of families with children, study programmes, classes and events for schools and kindergarten. That provides visits to museum whole year and visitors in the future, when the young generation gets adults ;

4. Digitization of funds, and digitalization of experience which involves visitors in history and opens their vision, expands their knowledge and allows them to personalize the experience.

5. Partnership with museums, education, institutions and private companies is important for exchange of information, knowledge and good practices, and attracting additional finances.

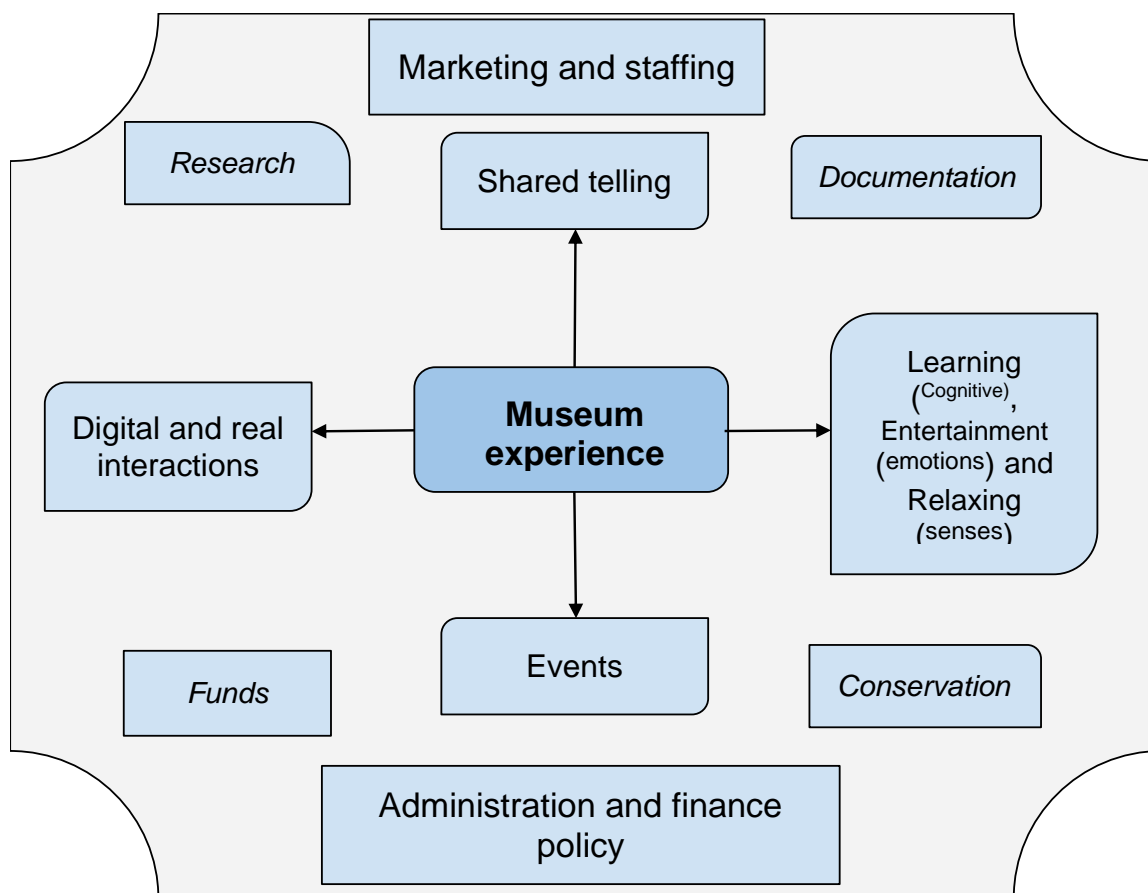


Figure 1. Design of museum experience in context of museum management and operations

3. Benchmarking of RHM and Nordland Museum

The museums' benchmarking is based on rating of the museum management and operations considered as an environment for experience design and delivering to the visitors and other audiences (Figure 1). The museum experience is created through different approaches of communication and interaction with the visitors and other publics.

Museum management includes the follow functions:

- Marketing - research, communications, publicity and attraction of variance of publics, sponsors, donors, voluntaries and partners public relations;
- Staffing - human resources recruitment and selection, leading, training, qualification, career development;
- Administration and finance policy - clerical work, accounting, financing.

Museum operations, the core of museum function are:

- Research - collecting, describing, mapping, classification, analyze and evaluation of artifacts, sites and events;
- Documentation - archiving of knowledge for artifacts, sites and events according to their period, source and type;
- Conservation - authentic preservation of artifacts, sites and events for the next generation;
- Funds - artifacts storage management.

Museum experience is designed and delivered through:

- Storytelling - shared stories, shared experiences, shared memories, pass events interpretation, communication with the audience;

- Learning - student group visits, classes, workshops, simulations, educational games in the space of the museum, information for artifacts, sites and events;
- Entertainment - drawing, construction, modeling, performance, games, theater, concerts, special events (weddings, celebrations, rituals);
- Relaxation - spaces (cafes, restaurants, parks, places for reading activities and retreats) and activities (music, games) for relax;
- Events - exhibitions, festivals, concerts, lectures, discussions, round tables, seminars;
- Digital interaction - digital information and guides, video, QR codes, touch kiosks, VR, AR, AI for communication between audience and history, artifacts, exhibitions, museum interior.

The rating scale for the museums' benchmarking purpose starts from 1 (low) or 0 for missing to 5 (high) score for each criteria (Table 1). The evaluation of the author team is based on field and documentation surveys, and research of expert opinions from both institutions for the period September - November, 2022.

Table 1. Benchmarking of RHM and Nordland Museum

Criteria	RHM	Nordland Museum
Museum management		
Marketing	2	5
Staffing	3	4
Administration and finance policy	3	5
Museum operations		
Research	5	3
Documentation	5	5
Conservation	5	4
Funds	5	4
Museum experience		
Storytelling	1	5
Learning	2	5
Entertainment	3	5
Relax	1	5
Digital interaction	1	4

Museum Management criteria

As can be seen from table 1 according to the "marketing" criterion, the scores are as follows: for RHM - 2, for Nordland Museum - 5. The authors' evaluation is based on the following circumstances: RHM lacks positions such as Marketing Manager, Events Manager, lacks the establishment of a separate marketing unit to deal with the positioning, repositioning and promotion of the institution, the development of marketing plans and strategies, the organization and holding of various special events and others; Just the opposite situation is visible in Nordland Museum, where the marketing activity is widely represented in the functioning of the museum and which is evident from the very entrance point of the museum. The Nordland Museum has an extremely strong presence in the virtual space, the brand is strong and recognizable; the organization of different types of events is used as a strong marketing tool; communication with audiences is conducted in a multi-channel way;

The ratings given according to the second criterion "Staffing" are close, respectively 3 for RHM and 4 for Nordland Museum. The justification in this regard is related to the review of the designated job positions in the two institutions, with a view to eliminating posts that are not

effective (especially as regards RHM-Varna) and the designation and addition of "new vacancies" to correspond to the trends in the modern development of museums. The author team gives a clear account of the problems in the management of the museums in Bulgaria and the difficulties in communication between the interested parties at the different management levels, which is one of the reasons for the lack of changes in the museum structures.

Regarding the third criterion "Administration and finance policy", the scores are 3 for Varna and 5 for Norway. The authors analyze the difference based on the cumbersome and heavy administrative and budgetary structure of the museums in Bulgaria, comparing them with the good example of the Norwegian partner and the shared opportunities for financial independence, based on commercial and other income sources in the institution (the Norwegian partner develops restaurant business, souvenir industry, event management, leisure industry, project activity as opportunities to generate profit). In RHM- Varna, and throughout the country, these possibilities are very limited, unknown and unused by most museums. The affected problem concerns the management of museums in Bulgaria and should be considered and discussed at the national level.

Museum operations

Museum operations in RHM Varna are rated with score 5 and considered to be the main advantages and strengths of the organization. In RHM Varna, there is a research activity on a very high level, implemented by scientists and qualified experts in history, archeology, ethnography, natural history and other. RHM Varna has been established as a research institution and the focus of its management is this operation. Nordland Museum is created mainly to present cultural heritage and history to the society through designed spaces, storytelling, exhibitions and leisure activities. In relation to the research, other operations in RHM Varna such as documentation, conservation and funds management are organized on a high level, implemented by scientist methods and approaches. As a result, in RHM Varna there is a rich and valuable collection of artifacts, publications and data, know-how of study, preservation and mapping of historical and other facts. But these outcomes stay behind the walls of funds or are not well demonstrated or communicated with the public in comparison to Nordland Museum. In the last, the research and conservation are not main operations, usually realized in partnership with other institutions, and subordinated to the marketing and museum experience design.

Museum experience

In RHM Varna storytelling is practically missing, unlike its full presence in Nordland Museum. The general understanding is based on the classical presumption that employed curators should stay more as museum specialists and people of scientific research than having the role of active entertainers to different audiences. According to the opinion of the RHM Varna staff there is still no adequate relationship with the outer audiences except for the simple "opening of the museum doors". In view of the learning process, RHM Varna shows slight achievements in the Museum of Training, but according to the museum staff there is still much more to do in this direction. The level of entertainment process and activities are scored highest (3) for RHM Varna in section "Museum experience" mainly due to the outdoor events during the warm periods of the calendar year. Unfortunately, practical issues for relaxation activities and digital interactions in RHM Varna are still quite limited, having the lowest possible scores in the survey compared to these elements in Nordland Museum. According to the RHM Varna museum staff a limited number of touch sensors and interactive guides are currently in use, but the whole level of digital interaction is still very low.

Conclusion

Based on the presented museums' benchmarking and regional history museums and Nordland Museum case study, and considering dynamic changes in the environment in relation to digital technologies, lifestyle and leisure preferences and economy, the following conclusions for

directions of Bulgarian museum development could be stated as:

- Marketing activity development, with orientation to open valuable museums' collections, knowledge and spaces to the public. That insists changes in organizational structure and staffing in the museums as creating marketing departments and hiring marketing experts. At the same time realizing deeper research of current and potential visitors and new audiences, reshaping and creating new exhibitions, developing leisure activities and using modern marketing communications.
- Museum experience change and redesign with focus on interactive learning activity, digital technologies application and new approaches of communication with audiences. Based on valuable collections, wealthy expertise and staff competences, learning should be by doing or involving visitors, especially young generation and children; digital technologies to be implemented for information which is easy to understand and for interpretation of artifacts to connect with contemporary audiences; interactive events to be organized, which are related to modern and new art, themes, society interests.

References

1. Bowe, Jo-Anne S. (2017) Creative Museum. Analysis of the best practices in Europe. UK: Heritec Limited.
2. Eide, D., and Mossberg, L. (2019) Toward Framework for Experience Quality Assessment in Cultural Tourism. in *Creating and Managing Experience in Cultural Tourism*. London: World Scientific Publishing, pp. 102-120
3. Nedkov, S. (2006) Istorija na muzeinoto delo v Bulgaria, Sofia, Europress.
4. Roussou, M, et al. (2015) The museum as digital storyteller: Collaborative participatory creation of interactive digital experiences. MW2015: Museums and the Web Conference 2015, Chicago, USA. [Online] 31 January 2015. Available from: <http://mw2015.museumsandtheweb.com/paper/the-museum-as-digital-storyteller-collaborative-participatory-creation-of-interactive-digital-experiences/> [Accessed September 2021]
5. Koleva, B., Stefan Rennick Egglestone, Holger Schnädelbach, Kevin Glover, Chris Greenhalgh, Tom Rodden, (2009) Supporting the Creation of Hybrid Museum Experience, Nottingham: Mixed Reality Laboratory Computer Science, University of Nottingham
6. Bulgarian museums association, [Online] available from // <http://bulgarian-museums.org/>. [Accessed 20.11.2022]
7. Bulgarian national committee of ICOM, [Online] available from // <http://icomos-bg.org/>. [Accessed 15.11.2022]
8. Bulgarian national committee of ICOMOS, [Online] available from // <http://icomos-bg.org/>. [Accessed 15.11.2022]
9. Law on Cultural Heritage, [Online] available from // <https://www.lex.bg/laws/ldoc/2135623662>. [Accessed 05.11.2022]
10. Law on Cultural Monuments and Museums, [Online] available from // <http://www.museum-system.com/zakon-za-pametnicite-na-kulturata-i-muzeite.html>. [Accessed 15.11.2022]
11. Law on the Protection and Development of Culture, [Online] available from // <https://www.lex.bg/laws/ldoc/2134664704>. [Accessed 17.11.2022]
12. Museums and galleries in Bulgaria, [Online] available from // <https://mc.government.bg/page.php?p=58&s=429&sp=67&t=70&z=0>. [Accessed 10.11.2022]
13. Museums in all Bulgaria, [Online] available from // https://opoznai.bg/muzei/sort:popular_month/page:1. [Accessed 10.11.2022]
14. Museums in Bulgaria, [Online] available from // https://docs.google.com/document/d/1Uj8pCHgjekEfd_OzairxSlc7akOvLCe7/edit?pli=1. [Accessed 22.11.2022]