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MODERN TRENDS IN THE DEVELOPMENT OF ART MANAGEMENT IN NEW UZBEKISTAN

Annotation. This article explores the modern trends in the development of art management in New Uzbekistan. Important aspects such as adapting to global competition, applying digital technologies, developing innovative projects, and promoting local values are analyzed in the field of art management. The article also includes strategies for increasing the social responsibility of art managers, fundraising, and working with sponsors. These processes contribute to ensuring the international recognition of Uzbekistan's culture and art sector, while also strengthening the position of national culture in a global context.

Keywords: art management, modern trends, digital technologies, innovative projects, culture and art, managers.

Art management today is one of the functional fields related to the processes of selecting, preserving, producing, and distributing cultural values. Unlike traditional management, it implies an "art" level, specifically related to the artistic sector, and is the management carried out within the field of artistic activity. Additionally, art management shapes the market for artistic services and promotes creative products created by performers, directors, artists, and others.

In New Uzbekistan, the activity of an art manager in the modern cultural field is an independent profession characterized by specific attributes, tools, and skills. The primary task of an art manager is to provide conditions for creating and implementing artistic projects, products, and services. An art manager applies management methods such as planning, motivation, organization, and control in the creation and distribution of art products, considering the unique features of the art market.

Communication skills are crucial for an art manager. This encompasses the need for collaboration and interactions with creative individuals, media, commercial organizations, government authorities, and others. To promote or distribute artistic values, an art manager needs to be familiar with advertising strategies in advance, locate suitable venues, ensure payments for relevant services, and handle various other tasks.

An art manager can hold various positions and appear in numerous social and cultural institutions. The main field of activity for an art manager is the creative environment and artists. An art manager is required not only to be a manager or organizer but also to understand creative, artistic genres and be innovative. An art manager addresses numerous issues. Among these, we can highlight the following tasks:

- searches for markets to sell artistic products;
- selects repertoire;
- develops creative projects;
- chooses unusual works of art;

- finds talented performers and artists;
- solves investment issues;
- finds and implements forms of selling new creative ideas and products;
- selects a team and conducts casting for the creative team;
- carries out the creative development and concert activities of teams or individuals;
- creates stage images;
- monitors external communication flows (advertising, media texts, etc.);
- takes care of the creative growth of the performer, artist, or team.

Ensuring necessary equipment and various organizational activities are essential for the effective performance of an art manager. An art manager must understand regulatory and legal documents in the field of artistic activity and possess fundraising skills. Therefore, training art managers emphasizes technology for working with sponsors, the ability to create and promote creative projects, and the legal foundations of artistic activity. An art manager should have fundamental knowledge of cultural theory and history, as well as an understanding of the main features of creative heritage at both national and global levels. For example, the responsibilities of an art manager in theater can be divided into four categories:

Artistic aspect (translation, director selection, casting actors, hiring a production designer, purchasing costumes, installing theater equipment, organizing premieres);

Organizational aspect (renting a venue, scheduling rehearsals, organizing ticket distribution);

Marketing (organizing advertising, ticket sales);

Financial aspect (determining expense estimates, budgeting, seeking sponsors).

The foundation of the art business involves the commercialization of art galleries, which can take various forms. It should also be noted that the art business cannot develop entirely independently. Like other branches of cultural activity, it requires effective support measures such as subsidies and incentives (state support systems, funding, charity). The development of the art market in our country faces several challenges:

- lack or weakness of laws regulating the work of art creators, collectors, sponsors, and others;
- insufficient professional qualifications among art managers and the lack of intermediaries between the creators and consumers of creative products;
- an ineffective tax policy that does not support the preservation and development of the cultural sector (lack of tax incentive mechanisms to support cultural activities in entrepreneurship);
- the absence of well-organized practices in sponsorship and charity as a system for supporting national art and its creators. The Significance of Modern Trends in the Development of Art Management in New Uzbekistan:

1. Adapting to Global Competition: Keeping pace with modern trends enables art managers to be competitive on an international scale. Innovative approaches and new methods are essential for bringing Uzbek art and culture onto the global stage.
2. Utilizing Digital Technologies: Today, digital technologies play a crucial role in art management. Art managers can effectively promote art products and services through digital marketing, social media, and online platforms.
3. Developing Innovative Projects: Modern trends help art managers implement innovative projects and expand their audiences. This is particularly important for attracting youth and new viewer segments.
4. Promoting Local and National Values: Contemporary trends in art management can serve as an effective means for introducing local and national art to the world, preserving and developing cultural heritage.
5. Enhancing Fundraising and Sponsor Relations: Modern management trends assist in creating new strategies for raising funds and attracting both international and national sponsors for art projects. This helps art organizations achieve financial stability.
6. Increasing Social Responsibility in the Arts: New trends allow art managers to work with a focus on public interest, implementing social projects and programs. This draws attention to socially significant issues within the art sector.

The above points highlight the importance of modern trends in advancing art management in New Uzbekistan. This process contributes to establishing a place for Uzbek art and culture on the international stage and expands opportunities for showcasing national culture globally. The Essential Conditions for an Arts Manager's Work. In the field of culture, the work of a manager requires a set of essential conditions, including the effective use of communication technologies, information flows, marketing skills, human resource management, and the proficient utilization of material, symbolic, and financial resources. Managers are tasked with developing cultural projects, organizing festivals, promotions, exhibitions, negotiating contracts with investors, and capitalizing on cultural resources, all of which are vital for realizing the state's cultural potential. Managers should pay attention to several general directions in cultural institutions:

Implementing Innovative Work Methods: This involves introducing interactive events, show elements, and technical tools that can be continuously developed and applied. Additionally, a key aspect of new work methods is the integration of cultural and artistic institutions into leisure, tourism, fashion, media, and other sectors. This integration provides an opportunity to generate additional income from creative activities outside the budget.

Utilizing Various Forms of Information Supply: Information supply not only ensures that cultural and artistic institutions are informed about future events in a timely manner but also involves managing the organization's positive image, reputation, certain stereotypes, and potential consumers' perceptions regarding its activities and mission. Nowadays, cultural institutions are not limited to traditional methods of print advertising but adopt balanced marketing strategies. An integral part of this strategy includes market research (analyzing the marketing environment, assessing potential audience prospects and needs), branding, PR activities, utilizing the Internet, maintaining a regularly updated creative website, corporate identification, promotional campaigns, public events, and festivals.

Developing New Organizational Forms of Activity: The contemporary environment requires that cultural and artistic institutions not only be efficient but also demands that managers work actively to ensure their survival in challenging economic conditions. This involves implementing various practices, most of which focus on supporting events organized by cultural and artistic institutions. One of the new approaches to linking culture with business involves conducting thorough analyses of situations in different cultural sectors beforehand. This includes private-public partnerships, corporate formations, and similar initiatives. Furthermore, there are other mechanisms for attracting funds beyond the budget, such as integrating cultural industries (publishing, advertising, tourism, decorative production, design, fashion, and souvenir production) and actively utilizing social and cultural project opportunities, resulting in the implementation of creative initiatives and the creation of cultural innovations.

The introduction of new management technologies in cultural institutions ensures the systematic harmony of knowledge, skills, equipment, and infrastructure necessary for the implementation of cultural services. Management technologies specific to the management activities (such as methods for transforming information) are applied to solve the tasks set before cultural and art institutions. Social (human) resources in management are considered as a pair of managers and their subordinates. At the current stage of development of management technologies, managing employees is a fundamental factor in any organization. In this case, each employee must be recognized for their specific skills, personal qualities, and varying degrees of abilities, allowing them to manifest themselves in favorable conditions and play a crucial role in the organization's internal environment. Management can be considered the process of implementing specific actions. Each function is distinguished by its goal-oriented nature, possesses unique characteristics, but when they interact, a cohesive and complex system of organizational management is formed. The management function is a purposeful type of control activity and is regarded as an integral part of the management process. Management functions reveal the essence of the management process. To accomplish any task, it is necessary to clarify in advance what needs to be achieved, how to organize the business, encourage its implementation, and monitor the process, all of which fall under management functions.

The uniqueness of functions in the cultural sector is manifested in relation to the specific characteristics of the process of implementing cultural services and the nature of the outcomes produced by organizations. Considering the specific tasks of management in the cultural sector discussed above, the following should be referred to as distinctive management functions:

Focus on Social Partnership: This refers to the close collaboration between cultural institutions and educational organizations, law enforcement agencies, and others. It includes the implementation of complex programs and initiatives aimed at developing individual, regional, and community morale.

Implementation of Various Forms of Ownership in Cultural Institutions: Recognizing the diverse ownership structures within cultural institutions.

Planning: In planning, the tasks, goals, and directions of cultural institutions should align with the fundamental principles of state cultural policy, as well as the cultural development strategies developed at the regional level, taking into account cultural characteristics, programs, and other factors.

Coordination of National and International Cooperation in Culture and Arts: This emphasizes the importance of synchronizing efforts in cultural collaboration at both the national and international levels.

Thus, the planning function allows for the identification of the main directions for the development of cultural activities and the implementation of cultural services. The organizational function, on the other hand, is aimed at facilitating communication between various divisions of the institution to resolve issues related to providing material resources and organizing cultural events.

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