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FORMATION OF A BUSINESS STRATEGY IN ART MANAGEMENT

Abstract: This article discusses the formation of a business strategy in art management.

Keywords: culture, art, art management, business, advertising, strategy

ФОРМИРОВАНИЕ БИЗНЕС СТРАТЕГИИ В АРТ- МЕНЕДЖМЕНТЕ

Аннотация: В этой статье обсуждается формирование бизнес-стратегии в арт-менеджменте.

Ключевые слова: культура, искусство, арт-менеджмент, бизнес, реклама, стратегия

Art management today is considered as one of the functional-role activities associated with the processes of selection, storage, production and dissemination of cultural values. Proceeding from the fact that art management is also a process of managing the production of a product of the cultural services market, which includes all structural elements of management (planning, organization, motivation, control) by the organization of people involved in this production, it can be argued that art management is a set of management techniques (planning, organization, motivation, control) characteristic of classical management, and a special type of management activity in the field of art, which includes the process of creating and distributing artistic products.

The market economy has contributed to the development of alternative directions in this area. Numerous private firms appeared, companies engaged in organizing concert activities, the management of which involves the use of a variety of techniques.

Today, the creative and commercial success of projects in the field of culture and art largely depends on effective management, a well-developed enterprise strategy, setting real goals and objectives, making optimal decisions, studying the market, competitiveness, and recruiting personnel. And this is fully or partially included in the substantive activity of marketing, as well as art management, as a separate industry.

The main tasks of the art manager are managerial and creative tasks: the search for extraordinary ideas, new works in the field of culture, talented performers, the organization of their creative activities, the selection of the repertoire, the search for investors, the creation of a stage image, taking care of the creative growth of the performer or creative group and planning their careers, selection of a team of specialists who step by step solve assigned tasks.

Thus, in the course of his work, the art manager is guided by both the main management functions and the specific ones inherent only in the cultural sphere.

The purpose of this work: to study the formation of a business strategy of enterprises in the social and cultural sphere. Objectives: to study the stages of developing strategic management plans, to analyze the features of goal-setting in art management, to study the specifics of teamwork, to study art management technologies aimed at achieving the goal.

The object is the technological features used in art management. The subject is theoretical and applied data. Speaking about management in the cultural and leisure industry, we argue that you cannot limit yourself to the statement that it has the same features as management in another area of the economy.

The use of art management technologies in the cultural and leisure industry has its own specifics, since a cultural and leisure product exists both in a material-material and non-material form (books, discs, films - on the one hand, and a performance, concert, thematic program etc. - on the other).

Management of the sphere of show business involves the use of a variety of techniques, methods and approaches to streamline the execution of procedures and operations necessary to make a profit. The stability and profitability of this area depends on a number of factors:

- a certain development of culture, an element of which is social equality;
- social protection of citizens, the availability of certain social guarantees;
- conditions for the free development of personality;
- a sufficiently high level of political culture;
- a high level of management culture, when the main focus is on the human or social aspect of management.

Strategy execution is an independent discipline, direction, and at the same time an integral part of the strategy. As V. Shershidsky said, “the strategy is speculatively simple, its implementation is not easy”. Doing a strategy is like a multi-horse cart - if all horses are not pulling in the same direction, you are not going anywhere.

The key to the successful execution of a strategy is to clearly and convincingly communicate the strategic objectives to all employees, without exception, so that they become committed to its idea and motivated to achieve.

In addition, it is necessary to broadcast the strategic decisions made to all levels of the company, to make it understandable, transparent and, more importantly, a part of daily work. It is important for each employee of the company to understand their role and contribution to the execution of the strategy.

However, as in any other field of activity, the functioning of enterprises in this industry is impossible without defining its purpose. Therefore, the formation of goals - (goal-setting) refers to the most important part of the methodology, both management in general and art management in particular.

A goal is an objectified motive that awakens an organization or its individual members to take action for something. A derivative term - goal-setting - means that the action or behavior of the organization can be considered as aimed at achieving a goal, i.e. the final state in which an object reaches a certain correspondence in time and space with another object or event.

To transfer the control system from the existing state to the desired one, a specific program of actions is required, which will allow solving the problem that separates the given situation from the desired one.

The goal is the desired state of the future, which the company is trying to achieve. The meaning of goals is determined by the fact that each company exists for the sake of some result. Awareness of organizational goals brings some orderliness to production activities.

A goal is a source of motivation and engagement. Thanks to clear goals, employees understand what specific results the company as a whole or the division in which they work is striving for. The strategic goal contains the answer to the question “why does the company exist”.

The goal is the basis for making decisions. By developing a tree of goals and drawing up plans, managers get an idea of what the company is striving to achieve, which means that it is easier for them to make decisions in their workplace that will be useful for the common cause, that is, decisions that take into account:

- internal company policy;
- organizational structure;
- Nature of activity;
- organizational statuses and roles;
- goods and services;
- the cost of obtaining the desired result.

The goal allows you to define performance standards. If you do not know what you want to achieve as a result of many days of efforts, you naturally

cannot assess how successful your activity is, since you have nothing to compare the results with. It's another matter when the goal is clear, that is, it is known what exactly needs to be achieved and in what time frame. The goals determine the results of the company's activity and serve as the criteria for their assessment.

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