

ANALYSIS OF MARKETING STRATEGIES OF CULTURAL AND ARTS ORGANIZATIONS

Norbadalova Kumush Ilhom kizi

3rd year student of the State Institute of Art and Culture of Uzbekistan

Abstract: This article analyzes effective marketing strategies for developing the activities of cultural and art institutions in a competitive, sustainable and innovative direction.

Keywords: Culture, art, marketing, strategy, globalization, innovative development, progress, digital economy, creative production, self-awareness, spiritual growth, aesthetic education, social solidarity.

In the 21st century, when humanity has entered a new stage of development - the digital economy, globalization and cultural diversity, the sphere of culture and art is becoming one of the most important strategic areas. Fundamental values such as national identity, spiritual growth, aesthetic education, social solidarity are closely related to the products and activities of this sphere. Therefore, today the role of cultural and art institutions in society should be assessed not only on the basis of socio-spiritual, but also on the basis of economic criteria. This, in turn, requires the development of effective marketing strategies to develop the activities of these institutions in a competitive, sustainable and innovative direction.

The field of culture and art is a unique platform that affects the spiritual world of people through its unique products and services, forms their aesthetic taste, and raises social awareness. However, in modern conditions, institutions operating in this area face many problems. Lack of audience, financial constraints, lack of keeping up with digital technologies, insufficient use of modern marketing approaches - all these are factors that hinder the full development of this area. In particular, it is important to arouse the interest of the younger generation in art, study the needs of modern consumers, and develop advertising, PR and SMM strategies aimed at the target audience. Marketing is not just an advertising or sales process, but a tool for in-depth study of consumer needs, analysis of the market situation, understanding the competitive environment, and determining the long-term strategic development of the institution based on these factors. Especially for cultural organizations, marketing is a means of finding their place in society, being active in the information field, attracting sponsors and partners, increasing the number of viewers, and creating a brand on social networks. Through this, art institutions can not only economically sustain themselves, but also fully fulfill their spiritual and educational mission.

One of the distinctive features of cultural marketing is that the product here is an emotional, aesthetic, spiritual experience, that is, an exhibition, a performance, a concert, interactive art forms, etc. Therefore, the marketing strategy should be not only focused on sales, but also in a way that affects the heart of the consumer. From this point of view, the implementation of the marketing concept in cultural and art institutions differs from traditional approaches: here, communication with the audience, building loyalty, explaining the social mission of art and

thereby establishing a stable relationship are of paramount importance. It should be noted that today, many advanced museums, theaters, galleries, philharmonics and other art venues in the world are achieving global expansion of their activities precisely through modern marketing strategies. They are using modern tools such as social media, mobile apps, virtual tours, branding, emotional marketing, and experiential marketing to build their audience not only locally but also internationally. This shows the need for a deep analysis of the marketing approaches of art and cultural institutions in Uzbekistan, to identify existing problems, and to find modern, innovative solutions to them.

Marketing strategies of cultural and art institutions, their types, application practices, efficiency factors and development directions are studied in detail. In particular, the theoretical and practical foundations of developing effective marketing strategies based on local and foreign experience are analyzed, current problems in the field are considered, and proposals and recommendations for their solution are formulated.

The development of the culture and art sector in the Republic of Uzbekistan is one of the priority areas of state policy. Based on the decisions and decrees adopted by the President, the legal, organizational and financial foundations of this sector are being strengthened. In particular, in the process of fundamental reforms that began in 2017, many positive results have been achieved in the direction of modernizing the activities of cultural and art institutions, strengthening them economically, and expanding interactive communication with the population.

However, the issue of developing and implementing effective marketing strategies that work on the basis of fully market principles in the field remains relevant. This is because, since these institutions are often financed by the state, they do not conduct their activities based on the criteria of economic efficiency, but are aimed at fulfilling socio-spiritual tasks. As a result, in a market economy, there are considerable difficulties in being competitive, attracting an audience, and commercializing services and events.

The main cultural and art institutions operating in Uzbekistan today are: Higher educational institutions under the Ministry of Culture, children's music and art schools, colleges of culture and art, the State Philharmonic of Uzbekistan, the State Conservatory, theaters, art galleries (for example, centers under the Academy of Arts of Uzbekistan), museums, cultural centers, etc.

These institutions usually operate in three main areas:

- ✓ Creative activities (staging of works, exhibitions, concerts);
- ✓ Organizational activities (events, festivals, international cooperation);
- ✓ Educational activities (clubs, art schools, creative laboratories).

The presence of a competitive marketing strategy in these areas determines the sustainability of the institution's activities and its popularity among the population.

Until 2017, the number of state theaters in our republic was 37, but now it has reached 41. In 2015-2016, 3 theaters were reconstructed, and in 2016-2023, 11 theaters were completely renovated and re-equipped. In 2017, state theaters conducted 15 domestic tours and 7 foreign tours, while in 2022, 28 foreign and 160 domestic tours were carried out. In 2017, theaters were

allocated funds for only 3 works based on state orders, while in 2018-2022, funds were allocated for a total of 70 works based on state orders. In particular, state orders worth 15 billion soums were placed for 40 productions in 2022, and 6 billion soums for 23 productions in the first half of 2023. Until 2017, the number of historical productions in the theater repertoire was 35, and now in 2024 there are more than 55. While the number of audience visits to theaters was 70% of the annual plan, the fact that annual visits exceeded 3 million during 2018-2022, an increase of 94%, and the number of new productions staged annually increased from 110 to 126, is bound to please us all. Also, taking into account the increased scientific potential and prestige of theaters, the award of the academic title to the Karakalpak State Musical Theater named after Berdaq, the national title to the Uzbek State Puppet Theater, and recently the status of “Academic” to the Uzbek State Musical Theater named after Mukimiy is the result of the continuous efforts and work of the industry workers.

In 2016-2024, a number of theaters were newly established and the necessary conditions were created for the high-quality and full-fledged activities of the existing ones. In particular, the activities of puppet theaters were resumed in Navoi and Namangan regions. The buildings of the Karakalpak State Theater for Young Spectators and the Jizzakh Regional Puppet Theater were newly built. Reconstruction of the buildings of the musical drama theaters of Jizzakh and Syrdarya regions, complete repair and equipment of the Uzbek National Puppet Theater, the Karakalpak State Puppet Theater, and the “Diydor” youth experimental theater-studio were carried out. Our Prezident Sh. Mirziyoyev, having said that “the role and importance of theater art in the life of a person and society, in raising the spiritual world, consciousness and thinking of the people is incomparable,” began a new era of development in the cultural life of the new Uzbekistan. Any creative and positive proposals to improve the activities of theaters were supported.

To improve the marketing strategies of institutions, it is necessary to work in the following areas:

Strengthen and develop the current role of marketing departments: Each institution should have a professional marketing department and qualified specialists working in it. This approach is doubly relevant, especially for organizations working with non-traditional goods and services, such as institutions in the field of culture and art. Because their activities are not only related to economic, but also spiritual, aesthetic and social value, marketing plays a special role in introducing and appreciating them to the general public. Unfortunately, many cultural and art institutions in our republic do not have marketing departments, and even if they exist, they are limited to organizational and advertising work. This, in turn, is a serious obstacle to the establishment of effective communication between institutions and the audience, expanding the quality and scope of services, attracting sponsors and investments, and most importantly, increasing the sphere of social influence. In such circumstances, it is becoming an important necessity to establish and strengthen professional marketing departments in every cultural and artistic institution, and to attract specialists with an advanced, innovative, and analytical approach who can meet the demands of the times.

The most important issue in organizing marketing departments is the issue of qualified personnel. Today, there are not enough marketing specialists specializing in the field of culture and art. Higher educational institutions are increasingly preparing marketing specialists for

industrial or service sectors. The cultural sphere requires a unique approach and knowledge: a subtle psychological connection with the audience, understanding of cultural codes, a creative approach, skills in working with emotional marketing. Also, the success of any cultural or art institution, in addition to the content it offers, depends on how it presents this content. That is, if creating a work of art is one problem, then delivering it to the consumer, appreciating it, and forming a permanent audience for it is the task of marketing. Therefore, a professional, functional, strategically thinking marketing department for each institution is not only a guarantee of service quality, but also the main key to competitiveness, stability, and entry into the international arena.

Developing strategic marketing plans: Each institution must identify its target audience and offer them appropriate content and services. In the modern economic and information space, the key to the success of organizations depends not only on what they offer as a product or service, but also on who this product or service is intended for, in what form and through what means it is delivered, and what interests and needs it meets. This aspect is doubly important, especially for institutions operating in the field of culture and art. This is because the products of this sector are not ordinary consumer goods, but non-traditional services related to emotional, aesthetic, intellectual and spiritual values. Therefore, for each cultural and art institution, identifying a target audience and developing appropriate content and services is a key factor in strategic marketing planning.

Strategic marketing is a system of planning the activities of an institution on a long-term basis and making forward-looking decisions in accordance with market conditions. This approach does not associate marketing solely with advertising or PR, but integrates it with the overall development strategy of the institution. It includes:

- In-depth study of market segments;
- Identify and analyze the target audience;
- Forecast their needs, interests and behavior;
- Develop products, services and information formats suitable for this audience;
- Deliver content through the right channels;
- Strengthen audience loyalty.

This approach is especially relevant in the field of culture and art, because today the audience is extremely diverse and has a high choice. The viewer or guest makes a decision not only based on the quality of the content, but also on how it is presented, what emotional impact it has, what amenities it provides.

The basis of any effective marketing strategy is the definition of a specific target audience. Unfortunately, many cultural institutions are still limited to serving a general, abstract audience. This leads to ineffective marketing efforts.

In today's conditions of globalization and the digital revolution, the development of the culture and art sector is ensured not only at the expense of state funds and internal resources, but also through cooperation and partnerships at various levels. In particular, strategic cooperation with the private sector, the media (media), non-governmental organizations and international institutions plays an important role in bringing cultural projects to the international arena,

expanding the audience, achieving financial stability and implementing innovative approaches. This type of partnership is not just about getting help, but also about pooling resources, expertise, audience, and influence on a common basis, taking culture to a new level.

Based on the above analysis, it can be said that today the need for innovative, systematic and promising marketing approaches for institutions in the field of culture and art is extremely high. Cultural institutions should be formed as active participants in the cultural life of society, strengthening their influence and becoming competitive entities, not only using traditional methods, but also using modern marketing tools. Also, marketing is not a means of “selling” culture on the market, but a means of appreciating it, arousing interest in it, and conveying it to new generations as an aesthetic and social value. Therefore, the formation of a conscious, scientific and systematic approach to marketing in this area is the demand of the time, the main strategic direction for the preservation and development of our national culture.

REFERENCES:

1. U. G'. Zuunnunova, T.R.Fayziyev. Art marketing. O'quv qo'llanma. Toshkent, “Kamalak” 2019 y., 140-142. b.
2. M. B. Bekmuradov, X. X. Shodiyev. “Menejment nazariyasi va amaliyoti”. Toshkent, 2021. “Zamon poligraf” OK nashriyoti. 272 b.
3. A Haydarov. Ijodiy ishlab chiqarish faoliyatini rejalashtirish, tashkil etish va boshqarish fanidan o'quv qo'llanma. - T.: 2016. - 208 b.
4. Nurullayev A.S. San'at menejmenti va marketing. O'quv qo'llanma. – T. “Donishmand ziyosi” nashriyoti. 2023-yil. 200 b.
5. Новаторов В. Е. Маркетинг в социально-культурной сфере //Культура и образование: научно-информационный журнал вузов культуры и искусств. – 2015. – №. 1 (16). – С. 80-87.
6. Dilafruz Yusupaliyeva. “Teatrlar faoliyatida marketing.” “Yangi O'zbekiston taraqqiyotida madaniy islohotlarni amalga oshirishning dolzarb masalalari” mavzusidagi Respublika ilmiy-amaliy konferensiyasi materiallari to'plamidan. [Matn]: to'plam / M. Xolmo'minov. – Toshkent: “Donishmand ziyosi”, 2025. 30-38-betlar.
7. Qolqanatov A. Teatrlar taraqqiyoti tashabbusnomasi// konf. 2024: Ekonomika i nauka v sovremennom mire. razvitiye novix vozmojnostey. Qarang: <https://wosjournals.com/index.php/ruconf/article/view/359>
8. J. Jalolov, A. Fattaxov, I. Axmedov, I. Xotamov, G. Xodjamuratova, A.Azlarova, A. Shadmankulov, D. Jalolova, D. Qosimov. “Biznes marketing”- darslik. Toshkent. 2018. 340 b.
9. Abdullaev A., Abduhakimov M. Sifat menejmenti tizimi: samarali tatbiq etish. “Hamkor”. 2005-y. 21 apr. 6-b.
10. <https://tiu-edu.uz/media/books/2024/05/24/1668486480.pdf>.