

# MODERN ART SALONS AS CREATIVE ECONOMIC INSTITUTIONS: BUSINESS MODELS, DIGITAL TRANSFORMATION, AND CULTURAL SUSTAINABILITY

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## Abstract

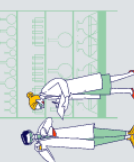
This article analyzes the conceptual foundations of modern art salons and their role within the contemporary cultural and economic system. The research examines the transformation of art salons from traditional exhibition spaces into multifunctional creative-economic institutions integrating cultural communication, business activity, and digital technologies. Particular attention is devoted to business models, financial planning mechanisms, infrastructure management, and digital transformation processes in modern art salons. The study also evaluates the economic effectiveness of art salons through indicators such as investment attraction, employment generation, digital sales, and regional economic influence. The findings demonstrate that modern art salons function not only as cultural institutions but also as strategic drivers of creative industries, urban development, and cultural sustainability.

**Keywords:** Art salon, creative industries, cultural economy, business model, digital transformation, cultural management, art market, creative entrepreneurship.

## Introduction

In the context of global economic transformation, culture and art are no longer viewed solely as aesthetic or spiritual phenomena. They increasingly function as important sectors generating economic value, employment opportunities, and regional development. Within the framework of creative industries, modern art salons have emerged as institutions connecting artistic production, commercialization, cultural communication, and market relations.

Historically, art salons appeared in Europe during the eighteenth and nineteenth centuries as exhibition spaces for academic art. Over time, industrialization, urbanization, and the expansion of cultural markets transformed art salons into complex institutions integrating



artistic, economic, and communication functions. In the twenty-first century, globalization and digital technologies have significantly expanded the operational scope of art salons, turning them into multifunctional cultural-business platforms.

Modern art salons perform several interconnected roles. They promote and exhibit artistic works, facilitate art sales and investments, organize cultural events, establish communication between artists and society, and increasingly rely on digital platforms for marketing and commercial activities. As a result, art salons occupy an important position at the intersection of culture and economics.

The aim of this study is to analyze the organizational and economic foundations of modern art salons, evaluate their business and financial planning mechanisms, and determine their role in the development of creative industries and cultural sustainability.

### Literature Review

Theoretical approaches to cultural economics and creative industries have expanded significantly in recent decades. David Throsby emphasized that cultural institutions generate both economic and cultural value simultaneously. According to his approach, cultural organizations contribute to economic development while preserving artistic and cultural heritage.

UNCTAD and UNESCO reports have identified creative industries as rapidly growing sectors within the global economy. These industries create employment, support innovation, and stimulate urban development through cultural entrepreneurship and digital transformation.

Modern studies of art markets highlight the changing nature of art salons. Researchers argue that contemporary art salons are no longer limited to exhibition functions but increasingly operate as business-oriented institutions integrating marketing, branding, investment, and digital commerce. The rise of online exhibitions, virtual galleries, and NFT technologies has further transformed the economic structure of art markets.

Economic analyses also demonstrate the importance of diversified business models in ensuring the financial sustainability of cultural institutions. Successful art salons combine artwork sales with exhibitions, consulting services, sponsorship agreements, digital platforms, and cultural events to reduce financial risks and increase competitiveness.

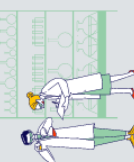
### Methodology

The research is based on qualitative and analytical methods. Comparative analysis, descriptive evaluation, and theoretical synthesis were applied to study the organizational and economic mechanisms of modern art salons.

The study examines conceptual approaches to art salons, including cultural-aesthetic, economic, social, and digital perspectives presented in the source material.

Particular attention was devoted to analyzing:

- business-model structures;
- financial planning mechanisms;
- infrastructure management;



- digital transformation processes;
- economic efficiency indicators.

The research also relies on international reports and statistical analyses related to creative industries, cultural economics, and global art markets.

### Results

The findings indicate that modern art salons have evolved into multifunctional creative-economic institutions combining cultural and commercial activities.

First, the study demonstrates that art salons contribute significantly to the development of creative industries. By connecting artists, investors, collectors, and audiences, art salons facilitate the circulation and commercialization of artistic products. This process transforms cultural value into economic value and strengthens the sustainability of creative entrepreneurship.

Second, diversified business models were identified as a key factor in financial sustainability. Successful art salons generate income not only through artwork sales but also through exhibitions, performances, consulting services, sponsorships, branding collaborations, and online platforms. Statistical observations show that diversified income structures increase resistance to market fluctuations and improve long-term stability.

Third, financial planning mechanisms play a decisive role in ensuring operational efficiency. International practices indicate that operational expenses in art salons are primarily allocated to infrastructure, marketing, personnel management, and exhibition organization. Proper financial planning supports risk minimization, resource optimization, and sustainable profitability.

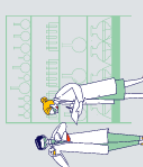
Fourth, digital transformation significantly increases the competitiveness of art salons. Online exhibitions, virtual galleries, digital catalogs, and electronic payment systems have expanded market access and increased sales opportunities. According to the analyzed material, digital sales account for approximately 20–45% of total revenues in many international art salons.

The research also reveals that infrastructure factors such as location, technical equipment, and flexible design directly influence economic effectiveness. Art salons equipped with modern lighting systems, climate control technologies, and interactive digital solutions demonstrate higher visitor engagement and increased sales volumes.

### Discussion

The analysis confirms that modern art salons should be regarded as strategic institutions within the cultural economy. Their significance extends beyond artistic exhibition functions to include economic development, urban branding, tourism growth, and social integration.

One of the most important aspects identified in the research is the integration of culture and business. Modern art salons operate in competitive market environments and therefore require effective management, strategic planning, and financial sustainability mechanisms. This reflects the broader transformation of cultural institutions within contemporary market economies.



The study also demonstrates that digital technologies are reshaping the structure of art markets and cultural communication. Virtual exhibitions, online sales, and digital art forms have expanded global accessibility while simultaneously increasing competition. Consequently, art salons must adopt innovative marketing and technological strategies to remain competitive.

Another important finding concerns the relationship between art salons and regional economic development. International experience shows that cultural clusters and art institutions stimulate urban economic activity by attracting tourists, supporting small businesses, and strengthening territorial branding. Art salons therefore function as catalysts for local economic and cultural revitalization.

The research additionally highlights the growing importance of inclusive and audience-oriented infrastructure. Art salons implementing accessible and interactive design concepts attract broader visitor groups and achieve stronger social and economic outcomes. This demonstrates the close connection between cultural accessibility and organizational sustainability.

For developing economies such as Uzbekistan, the modernization of art salons may contribute significantly to the development of creative industries, cultural entrepreneurship, and international cultural cooperation. The integration of international management practices with national cultural traditions could strengthen both economic effectiveness and cultural identity.

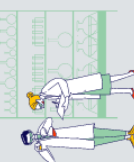
### Conclusion

The study concludes that modern art salons represent complex creative-economic institutions integrating cultural, commercial, technological, and social functions. They no longer operate solely as exhibition spaces but increasingly function as strategic actors within creative industries and cultural economies.

The findings demonstrate that diversified business models, effective financial planning, digital transformation, and modern infrastructure management significantly improve the sustainability and competitiveness of art salons. Digital technologies, in particular, have expanded global market access and created new opportunities for commercialization and audience engagement. Modern art salons also contribute to employment generation, urban development, tourism growth, and cultural integration. Their ability to transform cultural value into economic value positions them as important drivers of sustainable development within contemporary societies. Therefore, the scientific organization and strategic management of art salons should be considered an important priority in the development of modern cultural economies and creative industries.

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