

The Development Countermeasures of "Art Galleries" in the Post-Epidemic Era: The Case of Anhui Galleries

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Abstract: *In the post-epidemic era, the domestic gallery industry as a whole is actively taking countermeasures to avoid excessive financial and management losses, while Anhui galleries are affected by the usual lukewarm business, but even more so by the stagnant situation, such as the small scale, marketing model remains stagnant, staff wages and rents and other difficulties, which even lead to the closure of some galleries. Therefore, this paper analyzes the current situation of the gallery market in Anhui by conducting a research in the post-epidemic era, with the perspective of internal and external strengths and weaknesses. Then, we propose a solution path to promote the good development of the gallery industry in Anhui by combining the current policies released by the state and market economy.*

Keywords: *post-epidemic; Anhui Gallery; current situation; countermeasures*

1. Introduction

Throughout the development of recent human history, all major disasters and catastrophes are bound to have a greater impact on the art market, and since the outbreak of the New Crown epidemic in 2019, the national art market has experienced the expected turmoil and suffered huge losses.

The national "14th Five-Year Plan" and the two sessions in 2020 have pointed out a new direction for the development of the art market and supporting policies, but with the New Crown epidemic still raging and the situation at home and abroad still grim, how to "accelerate the development of cultural industries and promote cultural industries to become the national economy" However, with the new epidemic still raging and the situation at home and abroad still severe, how to "accelerate the development of cultural industry and promote the cultural industry as a pillar industry of the national economy" is a very important research issue.

To address this issue, this paper uses literature research method, in-depth literature research and historical analysis, and comparative study of relevant cases at home and abroad. Taking Anhui province as an example, this paper intends to take the historical development of Anhui art galleries as a logical starting point, combine management and marketing theories, and introduce SWOT theory to quantitatively analyze the current situation of art galleries in the post-epidemic era. The research idea is to analyze the industrial structure and current situation of Anhui galleries, summarize their advantages, disadvantages, opportunities and threats in the post-epidemic context, and propose solutions for the survival of galleries in the post-epidemic period and the revival of galleries after the epidemic. This study is an in-depth study of the SWOT theory and a practical discussion of the comprehensive use of the SWOT matrix construct to provide reference and reference for the recovery and development of the art market after the epidemic.

2. The concept of Anhui Gallery in the post-epidemic period

The post-epidemic era is mainly a period in which new coronaviruses coexist with humans for a long time, both in life and in thought, and humans need to resume productive life as soon as possible while carefully preventing the spread of the virus. At the same time, the virus is evolving and upgrading, cannot be extinguished within a certain period of time, and continues to affect people's lives and change their lifestyles, which is a transitional hovering period between epidemic fighting and normal life.

Art galleries are both a place to collect, exhibit or sell artworks, an important link in the cultivation of artists, and an important venue for the initial distribution of artworks, which is what distinguishes them from general merchandising. In essence, the art gallery can be understood as an intermediary for the dissemination of art, through the discovery of artists, packaging and promotion of their works to the operation and sale of works, are as far as possible to the author's artistic value and creative emotions conveyed to consumers or investors, which also explains the art gallery is a bridge and link between the artist and the admirer or buyer, is the integration of the group of art emotional communion to achieve the spirit of art sublimation of the art spirit.

Similarly, Anhui gallery belongs to the category of art gallery, which includes all the big and small galleries in the province. Because Anhui is also known as "Huizhou", it is the birthplace of Huizhou culture and has a long historical heritage that makes the value of local artworks very distinctive, therefore, the artworks in Anhui galleries have an ancient Huizhou atmosphere. In addition, some galleries also deal with such categories as calligraphy and painting antiques, literary treasures, calligraphy and painting framing, cross-stitch and other framed framing and professional books on calligraphy and painting^[1]. In addition, with the development of the times, some gallery operators in the province has long expanded its scale, so that the gallery out of the original simple hanging, swing, storage form into a tea room and can provide technical and artistic exchange places, at present, according to the approximate statistics of Anhui's galleries are about: Yifenzhai Gallery, Stele Gallery and other more than 500 large and small galleries. Most of the galleries are located in Anqing, Hefei and Huangshan City, showing a gathering and diversification of the situation, and the prosperity of this situation is inseparable from the implementation of local policies and cultural rhythm. Anhui galleries with rich cultural heritage have driven the economic development of Anhui art market and the circulation of artworks.

3. The current situation of Anhui galleries under the post-epidemic situation

Throughout the country, the sudden arrival of the epidemic has had a huge impact on the domestic art market and gallery industry business, such as the Basel Art Fair in Hong Kong, Shanghai, Beijing and other places where some art fairs have been suspended or can only be held offline to online^[2], while at the same time, art museums, museums and galleries around the country are in a stage of suspension of closure. Even the most famous 798 Art Zone in China is basically closed from February 2020 to April of the same year. The number of galleries holding exhibitions has decreased compared to previous years.

Anhui gallery industry is also essential to be affected, directly affecting the development prospects of the entire Anhui art market. Our government has released a series of timely tax relief measures, and many galleries, as small businesses, also enjoy the same tax benefits, which lightens the burden on gallery operations. However, under the influence of the general environment, the problems faced by Anhui galleries are still tricky.

3.1. The Decline of Anhui Gallery

3.1.1. Varying economic size

One of the characteristics of Anhui galleries is the number of stores, large and small galleries also have their corresponding number of art works, but its real gallery functions are few and far between, while the division is also quite serious, and the development of the scale of operation and mode of operation also exists uneven phenomenon, the general traditional galleries still continue the traditional model of the painting store or is a private gallery, to self-production and self-sales way offline After the epidemic swept through, due to a period of isolation at home and the entire art market stagnation, cash flow, rent and staff costs have become a difficult problem, some small galleries face bankruptcy crisis due to insufficient capital turnover. However, there are also new galleries on the rise, such as Times Art, a wholly owned subsidiary of a large state-owned cultural enterprise, Times Publishing Media Co. Mainly built a new model of online and offline integration development, which is a bold and innovative attempt in the Anhui art market before the epidemic, its business content mainly contains exhibitions, collection or trading, physical operation, art knowledge training and other links, when the offline strict control, the online operation can bring a part of the economic benefits, at the same time, the parent company will also give a certain amount of financial support and media publicity, for the faced In the case of two different types of galleries operating in the same environment, so that the long-term development of the gap will become larger and larger, from another point of view, the reason for the

gap may be that it is difficult for the general gallery to have the opportunity to have good resources, it can be said that the epidemic has made the development of small and large galleries more divided, small galleries or channel stalling galleries may be broken funds to operate. Therefore, the uneven economic scale of the gallery has a certain relationship with the local economy and geographical location and other factors.

3.1.2. Lack of business management concept

Most of the galleries in the downtown area of Anhui gallery industry mainly use the business method is mostly the agency for sales and artists and galleries to reach short-term project cooperation or other commercial type of partnership. The long-term cooperative agency relationship is mainly concentrated in large scale galleries, where the artist is responsible for pre-creation and the gallery is responsible for contacting buyers and other procedures. Regarding the agency relationship between artists and galleries is always a major issue of agency disputes and operational difficulties. In addition, some galleries generally have a single management style, focusing on the planning department and ignoring the finance department, logistics department, marketing department, etc. Some galleries even have no active awareness of planning, and passively wait for buyers to visit. Through the survey, this mostly belongs to small private galleries and remote terrain, after the baptism of the epidemic, passive small galleries have been in danger, the lack of business philosophy of the gallery owners will make the overall internal organization disorder, inefficiency and economic benefits greatly reduced, which is also an important reason why the overall scale of the gallery in Anhui can not be further enhanced, because the gallery owner himself has the right to exercise the power to order his own staff. The directive management increases the risk of wrong decisions. The difference in management philosophy leads to uneven operational development of different galleries. The market positioning of galleries in Anhui province is, on the whole, more localized, vague and homogenized. This and the gallery managers themselves lack of artistic philosophy and long-term planning, the current post-epidemic era, the size of the gallery gradually open for business, there will be a large number of potential demand for consumers, the major gallery owners should be integrated to improve management capabilities and marketing strategies, the establishment of an effective combination of art and management mechanisms, to date, the simple use of physical operations or combined with online communication are also common, compared with peer competitors. The management philosophy of the manager plays an important role and determines the direction of the development of its gallery.

3.1.3. Lack of art consumption concept

As the material living standard of the public has been improved on the basis of basic satisfaction, many people have begun to pursue the richness of the spiritual world, not just limited to the satisfaction of the material world. In recent years, national television stations have launched television programs on art appreciation and cultural activities, such as "Treasure Hunt" and "National Treasures" to enrich the spiritual life of the masses and enhance the national aesthetic level of art appreciation, people's enthusiasm for the pursuit of art gradually increased, but the concept of consumption is still in the primary cognitive stage. For the consumption of art, there are three main motives, the first is as a gift, the second is to invest in appreciation, and the third is self-appreciation or decoration. Consumers in Anhui region is generally investment, there are also given to others as a gift or as a decorative tool, but few people specifically to the pursuit of art works or an artist's appreciation of the collection to buy, unless the buyer belongs to a certain art appreciation and consumer awareness and is a higher income part of the population, on the contrary, the general public in multi-layered conditions can hardly participate in this art consumption market. On the contrary, the general public, under multiple conditions, can hardly participate in this art consumption market, and most of the consciousness stays at the stage of spectatorship or awareness of art appreciation without buying for it. Therefore, the majority of the population is subliminally expelled from the market, thus entering the gallery consumption of the public is very little, but also the reason why the Anhui art consumption market can not open the boundaries.

3.1.4. The evolution of a new type of competition

The maturity of the art e-commerce industry is increasingly highlighted after the epidemic, the evolution of new forms of competition has accelerated the development of social industry operations, with the Internet as a carrier of e-commerce has become commonplace, as early as the "Internet +" period most art connoisseurs have adopted the e-commerce model, mainly online auctions, online shopping malls, online galleries. China's online art trading first began in 2000 with the establishment of Yachang Art Network and Zhao Yong Online^[3]. Yachang Art Net is the most important professional art website, an art platform containing online interaction, access to information, etc., bringing together a

large number of collectors, investors and enthusiasts. There is also the combination with the auction in the form of various WeChat groups, WeChat mall and WeChat circle of friends, more artistic specialization and channel enrichment, which may swallow more than 70% of the antique and art transactions in the post-epidemic context. This is undoubtedly a test and filter for all small and medium-sized galleries in Anhui.

The outstanding advantage of art e-commerce is the transparency of information and the reduction of many intermediate complex links and thus lower transaction costs, providing a channel for young artists or unknown art creators to directly face the market information, the era of information sharing has expanded the knowledge of the general public, not limited by geographic location, at the same time, lower prices will increase the chances of some people consuming transactions, while galleries as exhibitions, belong to Commercial entities, which include costs such as rent, staff wages, utilities, maintenance, etc. In addition, due to the limitations of geographical location, the number of consumer groups is also in a relatively fixed range, and most galleries in Anhui region are developing slowly, and some even just stay in the stage of support by friends of the surrounding art collectors, in the face of the impact of the epidemic, in the process of research interviewed A small gallery gallery owner, said the epidemic was serious when home isolation, the gallery stagnated for a long time, found that art e-commerce in the major platforms for publicity, not only not affected by the epidemic but better results, which shows that its operation only more diversified to meet the needs of the market and gather a broader mass. This is undoubtedly a market purge for the entire Anhui gallery in the operation of the irregular entity galleries.

3.2. Anhui Gallery's advantages continue

3.2.1. The birthplace of Huizhou style characteristics

Anhui province is also called "Huizhou", in which Huizhou school is one of the three major regional cultures in China, such as Xin'an school of painting, Huizhou crafts, Huizhou prints and other art forms together constitute a long history and profound Huizhou school, and at the same time, it has been in the core position in the development of the art field and cultural industry in the province. Anhui, as the birthplace of Anhui culture, has created a large number of artistic talents in history, which has enabled precious and rare artworks to be passed down to the present. Therefore, Anhui's art trading market has a rich variety of artworks and authentic masterpieces. It also provides rich materials and artistic inspiration for young artists' creative sources. In addition, it is found through the data that in recent years, provincial colleges and universities that offer art majors have increased their training for the new generation of students, such as Anhui Art Institute and Bengbu College, which provide versatile art talents for the society. Among them, Anhui Art Institute has signed a cooperation project with CCB Smart Cube Art Space as an industry-university-research practical training base, and also organized students from exhibition planning, exhibition layout and promotion and opening process design, etc. The practical training, using the establishment of cooperation projects with local galleries to plan co-hosted art activities, not only allows art talents to be exposed to a combination of hands-on and aesthetic theory learning in advance, but also allows for the training of the gallery's original staff in art. This mutually beneficial approach is an excellent measure for business development. It also brings mutually considerable results and plays a positive role in spreading and inheriting the characteristics of Huizhou art, promoting the prosperity of Anhui gallery market and carrying forward the spirit of the times and craftsmanship.

3.2.2. Buffering time for artistic creation

The cultural heritage of Hui School is widely spread, and the art creation has regional characteristics. At a time when domestic epidemic prevention and control is normalized, artists are isolated at home, leaving a lot of time and space to think and create, and the harm caused by the epidemic will make artists think about the common human values, examine the world from a unique perspective and create more profound art works, making the public's values reconstructed. In the fight against the epidemic, people can see the power of human cohesion. The artist, as the subject of art creation, is able to incorporate his or her inner emotions into the work and express them well enough to resonate with the viewer, provided that he or she has a high degree of sensitivity and awareness of the perception of beauty. In addition, this year is the beginning of China's 14th Five-Year Plan, and with the implementation of the post-epidemic art market policy measures, the artists' creation time has been cushioned and the market tolerance will be improved with the prosperity of the society and culture, at the same time, young or old artists will have the freedom to play in style and form, making the variety and style of artworks diversified and enriching the artists' source of inspiration. The use of different

creative styles to create valuable and thoughtful works of art subject matter.

3.2.3. Policy buildup to boost

The art market is inextricably linked to the economic development environment. With the current economic development, the consumption level of the residents is gradually rising, and due to the impact of the epidemic, the first half of the income from the sale of artworks in the Anhui gallery market decreased significantly, but this is only a short-lived trend. The 14th Five-Year Plan clearly proposes to build a strong cultural nation by 2035, which shows that the state attaches importance to both the heritage of art and culture at the policy level and gives strong support and promotion to the cultural industry. This means that most investors began to transfer funds into the art industry, and most capitalists believe that the current rate of return on art is more advantageous compared to the stock and property markets. So under the boost of capitalists, the art industry will accelerate its development. As a large number of capitalists continue to enter, thus adding vitality to the art market. The policies released by the state and the trend of post-epidemic development will accelerate the maturity and development of the art industry in Anhui galleries. Second, to improve the country's cultural soft power and take certain measures, during this period, the market derived a new model of art investment, such as the Internet enterprise Alibaba in 2020 officially announced the launch of the "art bank" business. Alibaba's attempts in the field of culture and art has become a weathervane for investment by the general public, which not only means that the art industry has the potential to truly enter public life, but also marks a wave of art industry investment is about to explode, with the influx of corporate and financial capital, coupled with the demand for spiritual satisfaction, investment in art will become more and more. In addition, with the Internet and virtual reality and other new technologies gradually increase in popularity, Anhui galleries should be less interaction between different regions can gradually change to promote cross-regional market transactions, gallery development to attract attention, in the post-epidemic this big situation, for Anhui galleries will be affected by a certain risk, but also a new opportunity.

4. Analysis of countermeasures

4.1. Strengthening art education

4.1.1. Cultivating talent at the intersection of art and management

From the school side, major institutions in Anhui province have opened academic and professional art majors for the training of the new generation of students, focusing on different research directions through the combination of theoretical and practical education, and delivering professional art talents to match the society. Through research, we found that there is a single phenomenon in the knowledge and ability that students reserve, such as art, culture and design related majors are handy in creating art, but relatively lack of industrial thinking and management consciousness, and are unfamiliar with the concept of how to operate a business, etc., while students of popular business management, marketing and finance majors have industrial management ability and skills in various professional fields, but they are not familiar with art. The vision of art appreciation still needs to be improved. The gallery industry has both commercial and academic value, and is in need of talent that integrates art and management to fuel the development of galleries in the art market. In short, there currently exists a majority of art graduates who know nothing about the gallery industry, or have no interest in engaging in the gallery industry. With the rise of online courses during the epidemic, major institutions can add online interest courses to make up for students' knowledge and more hands-on demonstrations, set up related competitions, and expand students' creative thinking and management concepts. Elementary and middle school students should also strengthen art communication and enhance their aesthetic appreciation of art. From a young age, they should cultivate their art creation ability and cultivation connotation. Regarding the artistic professional ability of gallery personnel in Anhui province, many of them are not from a scientific class and lack a certain ability of art theory and appreciation. Therefore, it is necessary to cultivate professional art talents, and galleries need to introduce more art management talents from universities to inject fresh energy into themselves.

4.1.2. Raising awareness of art consumption

From the social aspect, one of the reasons for the slow development of the gallery industry in Anhui is related to the aesthetic consumption habits of the public, the lack of awareness of art consumption, with the improvement of China's economic and cultural level, gallery exhibitions in Beijing, Shanghai and other places, salon activities are generally predominant and have a certain popularization effect on

the aesthetics of the public, at the same time, the local masses have a stronger concept of art consumption, but compared to Anhui At the same time, the local masses have a strong concept of art consumption, but compared to Anhui, the consumption concept of the masses is relatively lacking, mainly concentrated in the investment and collection activities carried out by a few rich people^[4]. In short, in order to promote consumers' consumption of art works, it is necessary to ensure that buyers have a certain level of artistic and cultural cultivation in order to appreciate art works and eventually produce consumption behavior for art works. Therefore, it is not only necessary to offer relevant courses to students at all stages and cultivate them from a young age, but also to provide art education to the general public, such as vigorous community activities to appreciate art works, in the post-epidemic period, of which online exhibitions are an effective way to cultivate and develop a group of collectors of artists' works, both to test the artistic value of artists' works and to reach communication between artists and appreciators and consumers In response to the national policy call, the opening of the Yangtze River Delta Calligraphy and Painting Masters Exhibition in Anhui Gallery was held on October 29, 2021. A total of 95 works of calligraphy and painting on display, including 59 in Anhui, Chuzhou City, Lai'an County, 34, etc.. Exchange pen meetings were held to experience the local style together, discuss the creative techniques of the paintings, exchange creative ideas, etc. The painting and calligraphy exhibition was webcast live for the national audience through multiple platforms such as Anhui Public Culture Cloud, Shake No., Racer No. and Video No. The calligraphers and painters were invited to interpret the painting and calligraphy works live for the online audience, and the number of viewers reached 34,000. It makes the public appreciators enhance the aesthetic awareness of art. In addition, galleries can also use art salons, exhibitions or online to promote their works, explain their classic history and attract potential customers. The related art institutions and art museums provide art education to the social crowd, realizing the most direct communication between consumers and artists, better understanding of the works and the knowledge related to art aesthetics, and also serve to cultivate the cultural cultivation and consumption potential of the masses.

4.2. Multi-faceted linkage mechanism

4.2.1. Using online linkage

Currently, galleries of all sizes in first and second-tier cities are actively looking to try new operational paths, and many galleries that have established e-commerce platforms online have achieved significant success. Some galleries regularly sell their artworks through online exhibitions. Anhui galleries can break the traditional marketing approach and make the passive selection offline into active marketing online by registering an art e-commerce platform and combining their own gallery characteristics to achieve integrated online and offline operations. Through the platform operation, long-term can gather a large number of art lovers, collectors, as well as potential consumers and further allow them to become art consumers. However, there is an irreplaceable relationship between the online platform and the physical gallery, which has the advantage of authoritative certification, and therefore needs to further segment the art consumer group.

First of all, a group of people is really know art, know the line of buyers, they are heavy in the gallery experience and interaction at the auction, immersive and identify the authenticity, will not be online to buy, only will focus on the dynamic information of the artist online, the gallery's maximum value comes into play. Secondly, practical life type of artwork is more in line with the aesthetic level of the general public and has been popular with the public, such as art reproductions, art licensed products and other low-end artwork requirements are relatively low, the choice will be diversified, with shopping habits can be convenient to buy through online^[5]. With the repeated continuation of the post-epidemic, online live or with the form of goods in the present day has set off a boom, artwork can be used online live platform on display, so that those who can not go to the scene of art lovers can also enhance the artistic aesthetics and thus stimulate consumption. Today, online business has become more and more common, for the online display of artwork has also gained the recognition of many artists and the public, can be used as a new wind of art works marketing. They do not buy with the purpose of getting scarcity of pure art, but with a more popular aesthetic needs and social needs. In addition, there are several shifts through the establishment of an artwork social e-commerce platform, from gallery owners to web hosts as well as the need for versatile talent with professional art and online marketing knowledge. By adopting an online linked operation and segmenting the way different groups of people consume, not only can we improve the public's appreciation, but also promote consumers' consumption of artworks as well as promote the development of Anhui's gallery industry.

4.2.2. Take a multi-industry linkage

Anhui galleries can adopt various forms of merchandise business structure, for example, the current development has not only stayed in a single art and culture space, but should be combined with other business projects more often so as to carry out linkage development, construct diversified posture and composite operation, and carry out cooperation among galleries in combination with local characteristics of Anhui, rather than just homogeneous competition. In addition, in response to the special requirements of specific consumers, according to certain strategic goals, we selectively use the structure of merchandise operations, the scale of stores, the geographical location of stores, sales methods, sales services and other business tools, as well as the provision of services and sales and after-sales typology^[6]. In the post-epidemic period, the development of diversity in the gallery is the necessary trend, Anhui gallery itself economic scale stratification is serious, such as the continued maintenance of a single business model, the small scale leads to fame, lack of influence, revenue will gradually be limited, and eventually the vicious circle leads to the bankruptcy of the gallery. Therefore, galleries need to expand channels to achieve win-win cooperation.

First of all, Anhui's large and small galleries can be combined with art-themed entertainment consumption, and by opening leisure projects such as restaurants, art goods stores and tea bars inside the galleries, they can attract potential art consumers and reduce the related rental costs. Secondly, it can be integrated with tourism industry, according to the national "14th Five-Year Plan" to vigorously develop cultural industry, combine culture and tourism industry, create local Huizhou-style special tourism routes and projects, accumulate popularity and expand the local art market. Then, it is not only necessary to enhance the visibility of local galleries, art creation, exhibition and trade, but also need to focus on the education and training of art talents. The government should introduce some special policies, such as some art education and training for the society, Anhui's art culture atmosphere is sufficient, can set up to support the relevant art training institutions, training period can also be through the exhibition, auction and other activities to let the artists' works directly with the market. Thus forming a multi-industry linkage to promote the braking mode of the gallery in Anhui.

5. Conclusions

In recent years, as the importance of cultural industry has risen to the level of national strategy, especially after the 19th Party Congress, the report pointed out that we should firmly establish cultural confidence and promote the prosperity of socialist culture. To vigorously develop cultural industry, we should strengthen the creation, protection and application of intellectual property rights. In response to the current problems of uneven economic scale, lack of business management concept of gallery owners, lack of art consumption concept of consumers and the evolution of new competition in Anhui galleries, we should combine the advantages of policy boost and our own artistic heritage with Huizhou characteristics and the buffer of art creation time brought by the epidemic. In the process of cultural prosperity, we should vigorously cultivate crossover talents of art and management and enhance the awareness of art consumption, so that the positioning of art works can return to the local area and continue to explore the art works with emblematic characteristics. We cannot blindly imitate and follow each other and take the formalistic management mode, and at the same time adopt the online and multi-industry joint linkage to promote our own advantages and enhance the visibility. As an intermediary institution, the gallery is an indispensable role of guarantee between artists and buyers. It needs to assess and professionally corroborate the authenticity and value of the artwork itself, and should focus on professionalism and play a good role, whether during the epidemic or not. In the long run, through the baptism of this epidemic, most galleries in Anhui will usher in a new round of opportunities.

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