

MARKETING CONSULTING IN INFORMATION UNITS
CONSULTORIA DE MARKETING EM UNIDADES DE INFORMAÇÃO
CONSULTORÍA DE MARKETING EN UNIDADES DE INFORMACIÓN



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ABSTRACT

Study on the creation of a marketing consulting service in libraries. It discusses the importance of applying marketing consulting related to the 4Ps (Product, Price, Place, Promotion) as a way to propose solutions to the demands identified in libraries, and to provide librarians with an alternative for developing a business related to their field of activity. It relates the concept of entrepreneurship in Library Science; maps the theoretical references in the consulting process; correlates the 4Ps of marketing within the context of libraries; and presents the main aspects related to the creation of consulting services aimed at libraries, including phases, services, and legal and bureaucratic aspects. Na metodologia, utiliza a pesquisa bibliográfica e documental e discute o empreendedorismo na área biblioteconômica, elencando exemplos de empresas oriundas de bibliotecário, no Brasil, e alguns especificamente no estado do Maranhão. It highlights consulting in its historical, conceptual, and categorical aspects (craft-based, specialized, total, and globalized). It emphasizes marketing in libraries, contrasting it with the challenge of making it a strategic tool focused on meeting users' informational needs through the resolution of problems that affect the organizational environment of libraries and distinguishes between a product-oriented and a marketing-oriented approach in libraries. It concludes by emphasizing the relevance of marketing consulting in libraries as a means to contribute solutions to organizational demands of these institutions and to advance the fields of Library Science and Information Science through research focused on entrepreneurship, consulting, and marketing, which still lacks broader academic production.

Keywords: Marketing. Libraries. Entrepreneurship. Consulting.

RESUMO

Estudo sobre a criação de uma consultoria de marketing em bibliotecas. Discorre sobre a importância da aplicação da consultoria de marketing concernentes ao 4P (Produto, Preço, Praça, Promoção) como forma de propor soluções para as demandas identificadas nas bibliotecas, e oportunizar aos bibliotecários uma alternativa de desenvolver um negócio que esteja relacionada a sua área de atuação. Relaciona a concepção de empreendedorismo na Biblioteconomia; mapeia os referencias teóricos no processo de consultoria; correlaciona os 4P do marketing no contexto das bibliotecas; e apresenta os principais aspectos referentes

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à criação da consultoria voltada para as bibliotecas concernentes às fases, serviços e os aspectos legais e burocráticos. Na metodologia, utiliza a pesquisa bibliográfica e documental e discute o empreendedorismo na área biblioteconômica, elencando exemplos de empresas oriundas de bibliotecário, no Brasil, e alguns especificamente no estado do Maranhão. Ressalta a consultoria em seus aspectos histórico, conceitual e categórico (artesanal, especializada, total e globalizada). Ressalta o marketing em bibliotecas, em contraste com o desafio de torná-lo ferramenta estratégica focalizada no suprimento das necessidades informacionais dos clientes a partir da resolução de problemas que afetam o ambiente organizacional das bibliotecas e distingue a orientação da biblioteca para o produto e para o marketing. Conclui realçando a relevância da consultoria de marketing em bibliotecas a fim de contribuir com soluções de demandas organizacionais dessas instituições e para o avanço da ciência, Biblioteconomia e Ciência da Informação com pesquisas voltadas para o empreendedorismo, consultoria e marketing que carece de mais produções.

Palavras-chave: Marketing. Bibliotecas. Empreendedorismo. Consultoria.

RESUMEN

Estudio sobre la creación de una consultoría de marketing en bibliotecas. Aborda la importancia de la aplicación de la consultoría de marketing en relación con las 4P (Producto, Precio, Plaza, Promoción) como una forma de proponer soluciones a las demandas identificadas en las bibliotecas, y de ofrecer a los bibliotecarios una alternativa para desarrollar un negocio relacionado con su área de actuación. Relaciona la concepción de emprendimiento en la Bibliotecología; mapea los referentes teóricos en el proceso de consultoría; correlaciona las 4P del marketing en el contexto de las bibliotecas; y presenta los principales aspectos relacionados con la creación de una consultoría dirigida a bibliotecas, incluyendo fases, servicios y aspectos legales y burocráticos. Na metodologia, utiliza a pesquisa bibliográfica e documental e discute o empreendedorismo na área biblioteconômica, elencando exemplos de empresas oriundas de bibliotecário, no Brasil, e alguns especificamente no estado do Maranhão. Destaca la consultoría en sus aspectos históricos, conceptuales y categóricos (artesanal, especializada, total y globalizada). Resalta el marketing en bibliotecas, en contraste con el desafío de convertirlo en una herramienta estratégica enfocada en satisfacer las necesidades informacionales de los usuarios mediante la resolución de problemas que afectan el entorno organizacional de las bibliotecas y distingue entre la orientación de la biblioteca hacia el producto y hacia el marketing. Concluye destacando la relevancia de la consultoría de marketing en bibliotecas como un medio para contribuir con soluciones a las demandas organizacionales de estas instituciones y para el avance de la Bibliotecología y la Ciencia de la Información mediante investigaciones orientadas al emprendimiento, la consultoría y el marketing, áreas que aún requieren mayor producción académica.

Palabras clave: Marketing. Bibliotecas. Emprendimiento. Consultoría.

1 INTRODUCTION

Society is marked by intense changes in social, political and economic aspects. In the twenty-first century, these transformations occur due to the origin of several factors such as globalization, the growth of capitalism and the insertion of information and communication technologies that contribute to the scenarios in the organizational world, which are in charge of new needs.

Thus, with the advent of the Capitalist Society, the market changed its labor relations, the forms of administrative management and the new professional profile. In addition, these new requirements caused the emergence of new models of administration, innovating in their administrative processes in order to resist a new type of society, the Knowledge Society (Maxiamiano, 2010).

The administrative process of an organization contemplates five functions: planning, organization, leadership, execution and control (Chiavenato, 2003). It is an uninterrupted and systematized process that infers decision-making. Therefore, management consists of carrying out activities developed efficiently and effectively, so as to ensure the achievement of its objectives. In addition, it is an interdisciplinary field that operates in the most diverse areas, enabling the use of some of its tools, such as: SWOT Analysis, Business Plan, Marketing Plan, etc., and one of the areas that uses these tools is entrepreneurship.

Entrepreneurship is "[...] the awakening of the individual to the full use of his rational and intuitive potentialities. [...]" (Baggio; Knebel, 2014, p. 26), that is, it is putting into action some innovative practices such as creating something unprecedented, pointing out a new way of doing things, developing solutions or simply identifying opportunities.

In the historical aspect, Chiavenato (2008) describes authors who gave rise to the conceptions of entrepreneurship, such as Richard Cantillon (approx. 1680-1734), Jean Baptiste Say (1767-1832) and Joseph Schumpeter (1833-1950). Such theorists studied entrepreneurship focused on Economist Theory, seeking to understand its relationship with the economy; where Joseph Schumpeter associated entrepreneurship with change and innovation. In addition to this theory, the Behaviorist Theory emerges, which aims to analyze the behavior of entrepreneurs as a way to draw a certain profile, with David C. McClelland (1917-1998) as a major contributor.

In Brazil, entrepreneurship can be characterized as: entrepreneurship by opportunity and entrepreneurship by necessity, the latter being the most recurrent motivation (Global Entrepreneurship Monitor, 2017). People idealize in the creation of a company the realization of a dream, an escape valve to stay in the market and an investment that seeks to obtain profits. However, the sum of these conjunctions makes them develop a business in the

impetus without obtaining the technical and conceptual knowledge that it requires. In this way, the importance of Knowledge Management (KM) arises for organizations that aim to identify, organize and make accessible useful knowledge for companies. KM can be considered as a business tool by motivating the creation of new services and products and the remodeling of organizational processes (Silva, 2016).

For Drucker (1992), the success of organizations is largely related to knowledge, which becomes the main element and a strategic mechanism for decision-making and competitiveness. In view of this, consultancies emerge, a new sector that offers specialized knowledge to organizations.

The areas of consulting and entrepreneurship are connected. While consulting offers knowledge, entrepreneurship seeks knowledge to be applied in the organizational sphere (Silva Júnior; Santos, 2014). Therefore, entrepreneurship is born from the desire to create and innovate new ideas, in a complementary way, consulting arises with the intention of solving the organizational demands that develop in these ventures. In this way, consultancies perform the function of advising on demands and problems observed, however, many consulting services are the result of entrepreneurs who seek to enter the market with something different and with value.

In view of this, Teixeira (2012, p. 22) defines consulting as "[...] as an advisory service, in a process in which the consultant helps the client to enhance its ability to achieve the organization's objectives", that is, its main objective is to investigate and identify the problems found in companies, in order to propose viable solutions that will solve the present needs. It has an analytical character, does not impose what must be done, it only points out the possible answers to demands, giving autonomy to the company with regard to decision-making power. Its work expanded in the 60s, however, it was only in the 80s that it became essential to face the effects of globalization, in the face of a new competitive scenario that requires speed and innovation inside and outside the country (Teixeira, 2012).

The consulting activity is determined from the interaction of two subjects: client and consultant, the latter most often coming from small or medium-sized companies, which develop a temporary relationship, without employment purposes. The process of joining the consultancy is carried out through proposals and projects that define the contractual aspect, as well as establishing direct contact between the consultant and client. Since the 1990s, the consulting market has grown in the economic sector, gaining prominence both in the business segments and in other entities that are not linked to business (Honório, 2009).

Consulting companies can work in different organizations, making it a promising field for librarians who can provide these types of services in libraries, since they have external

knowledge of the market and technical knowledge of the area. The consultancy contributes to the investigation of strengths and weaknesses, in the identification of problems and in the proposition of solutions, which often go unnoticed by professionals working in libraries due to the quick activities developed.

With regard to the librarian's performance, the Federal Council of Librarianship (2002, p. 10) prescribes through Resolution No. 042/2002 his role as a consultant, in which he is responsible for "[...] present methods and techniques compatible with the work offered, aiming at quality control and excellence in the provision of services during and after the execution of the work". In order for the consultant librarian to obtain improvement in the services provided, it is essential that he seeks interpersonal skills, technical skills and consulting skills, as highlighted by Case, Case and Franciatto (1997), with a view to performing his function and participating fruitfully in the entire consulting process, which involves from implementation to follow-up after the service is performed. In this sphere of work, the professional must increasingly seek continuing education so that he can have excellence in his activities.

In the context of libraries, there are several ways to work with consulting. Among them, a type that is little worked on is marketing consulting, which, according to Amaral (1990, p. 315) contributes

[...] for the social, economic, cultural and political development of the library because its activities respect the legal and ethical principles in force and aim, primarily, at the satisfaction of the user. For this reason, the adoption of its techniques implies changes in the library's performance policy [...]

The fundamental basis of marketing is to satisfy the needs of customers, corroborating the main objective of libraries: to satisfy the informational needs of their users. In this way, marketing is:

[...] a trading activity that was based on the concept of exchange. At the moment when the individuals and organizations of a society began to develop and need products and services, specializations were created [...] with specialization the process of exchange became easier [...] (Las Casas, 2008, p. 3).

Las Casas (2008) considers that marketing has all its activities focused on exchange relations, in addition to being seen as an act of commercialization that starts from a lack. However, it is important to emphasize and deconstruct the view that marketing is only sales, advertisements, that its performance focuses only on production, and that it aims only at profitable gains. On the contrary, marketing develops services and products focusing on

customers, through the analysis of their needs and undertaking the planning of activities to be developed in this process. It is basically answering the following questions "What is done", "For whom is it done" and "Why is it done" (Amaral, 2007). All its interests involve customers and in this orientation this is the triumph of the organization.

That said, there is a need to work on marketing based on the 4P's (Product, Price, Place and Promotion) and not only as a channel for the dissemination of a library's services and products. It is essential that marketing tools be used to identify strengths and weaknesses, as well as to develop a more in-depth study of the political, economic and social context of the institution that directly influences the Square, where the library is located; in the Product, which is the raw material through which the library works; in Price, which is related to the intangible value of information and user feedback; and in the Promotion, which consists of making the library's services and products known, in order to reach its target audience.

It is worth noting that the fields of entrepreneurship and marketing are extremely relevant for library environments, as they cross economic borders, since no one works alone. The participation of other members is essential, so that all activities carried out within the macro and micro environment of organizations are carried out efficiently and effectively. Therefore, in the development of the Marketing Mix in a holistic way in libraries, innovative practices can be carried out that approach and solve the information needs of the user. From this perspective, the consultancy works collaboratively to obtain these results.

Marketing consulting presents itself as a new work niche, an opportunity to manage your own business from the knowledge acquired in training. The creation of a consultancy is the result of a proposal that consists of market research, competition analysis, location analysis, product portfolio, financial analysis, among other issues.

The choice of the theme was made through the classes presented in the discipline of Marketing in Information Units, which develops a theoretical and practical work, which challenged the analysis of the variables: product, price, place and promotion related to libraries and the creation of a Marketing Plan. At first, the discipline worked with theory, which deconstructed the common sense of thinking of marketing as only the promotion and dissemination of a library and expanded knowledge by understanding marketing in the totality of the 4P's and verifying them empirically in the library environment.

It is worth noting that in the practice of the discipline, the student researchers were basically in the position of "consultants", identifying the problems related to the 4P, pointing out the strengths and weaknesses, and proposing solutions through the Marketing Plan; However, no changes were imposed, no criticism was directed to the institution or

professionals working in these spaces, some gave feedback on what should be improved in the institution through research, due to the sensitivity of understanding the workload of librarians that prevents them from perceiving or executing the need for transformation that the library requires, that were related to the Marketing Mix. In view of the perception of some weaknesses and demands found in libraries based on the knowledge and empirical data collected on marketing, this activity generated the restlessness of developing strategies that would contribute to meet the organizational needs of libraries.

Thus, thinking about the creation of a marketing consultancy for libraries, in order to generate ideas for new work fronts for the area, in addition to contributing to the development of a service that will bring qualitative benefits to libraries, the following research problem was defined: How to develop a marketing consultancy to contribute to the organizational demands of libraries?

Based on this questioning, the general objective aims to establish theoretical references in the proposition of establishing a marketing consulting service in the field of libraries, in order to meet their organizational demands in favor of serving users. The specific objectives are:

- a) map theoretical references in the process of creating a consultancy in interrelation with entrepreneurship and marketing in libraries;
- b) to correlate the 4P's of marketing in the context of libraries;
- c) to present the main aspects related to the creation of a marketing consulting company for libraries, concerning the phases, services and legal and bureaucratic aspects.

The research is characterized as bibliographic and documentary, with the purpose of knowing the different scientific contributions on entrepreneurship and the importance of a marketing consultancy for libraries.

The theme is relevant and this work seeks to contribute with the theoretical aspects for the production of the area of Library Science and Information Science. In addition, it aims to develop a study with professional contributions to provide librarians with opportunities to work with other work possibilities, combined with the skills acquired in training concerning libraries, through the identification and search for solutions to the problems found.

Regarding the organization of this study, it is structured in: "Introduction", consisting of contextualization, justification, problem and objectives; "Methodology", in which the path followed to carry out the research and present the results about the theoretical framework is exposed; "Literature Review" that addresses entrepreneurship in relation to its conception and history; "Consulting" that focuses on the concepts, typology, origin in Brazil and the main entities in this sector; "Marketing", describing its concepts and evolution; and Marketing in

libraries, understanding the importance of marketing and the relationship of the 4P's of marketing in libraries. In continuity, a company model was outlined that presents the process of building a marketing consultancy in libraries, with regard to the legal and specific requirements and the steps to be worked on and, finally, the "Final Considerations" of the research.

2 METHODOLOGY

As informed in the introductory comments, the research is characterized as bibliographic, which, for Prodanov and Freitas (2013), is carried out based on published materials and can be found in various documentary typologies: articles, theses, dissertations, monographs and books. Reinforcing this idea, Severino (2007, p. 122) points out that:

Bibliographic research is that which is carried out from the available record, resulting from previous research, in printed documents, such as books, articles, theses, etc. It uses data or theoretical categories already worked on by other researchers and duly recorded. The texts become sources of the themes to be researched. The researcher works from the contributions of the authors of the analytical studies contained in the texts.

Thus, the methodological path of this study is composed at first by working with central authors of Administration and Library Science about the terms "Entrepreneurship", "Consulting" and "Marketing" in journal articles, books, dissertations, theses and monographs, consulted in specific sources of information such as: Scientific Electronic Library Online (Scielo), Portal de Periódicos da Coordenação de Pessoal de Nível Superior (Capes), Brazilian Digital Library of Theses and Dissertations (*BDTD*), Database of Journals in Information Science (Brapci) and National Meeting of Research in Information Science (Enancib). In addition to these sources of information, others were used, such as blogs, newspapers and social networks (Instagram, Facebook and Youtube).

The choice of these communication channels was motivated by the fact that they work on the theme, allowing the search for publications from the last 20 years, with emphasis on the period from 1990 to 2019. This chronology refers to the fact that there has been a greater emphasis on discussions on entrepreneurship and consulting in Brazil since the 1990s (Oliveira, 2012), intensified in the 2000s, with the use of Information and Communication Technologies, which caused a change in the practices of professionals from different areas and, in particular, librarians in the "[...] search for new qualifications to meet market demands and a concern with innovation in the processes and services to be provided to have a competitive advantage [...]" (Spudeit; Magdalene; Florindo; Duarte, 2016, p. 677).

Table 1 presents the number of documents found about the terms listed.

Table 1

Retrieval of search terms in databases

Bases	Entrepreneurship	Consulting	Marketing	Library Marketing
BDTD	3185	392	6368	3207
Brapci	114	60		381
Capes	41	5812	More than 1,000,000	802
Enancib	4	9	-	25
Scielo	290	114	923	1

Source: Survey data (2020).

However, it is worth noting that this quantity of materials was not worked with, due to the fact that the terms are addressed in a generic way in the texts, not constituting the main subject of the research. This phenomenon, perceived in the search for specific literature, can be understood through the report of Lebrun (2007 *apud* Garcia, Gattaz; Gattaz, 2019) when classifying the keywords listed by the researchers in their texts, into three categories: general, intermediate, and specific. Regarding the general ones, he attributes that they are used by those who are interested in the theme, but belong to other areas.

It is reiterated that due to the vast majority of the works detected in the cited databases not matching the problem and objectives of this research, centered on presenting the procedures to create a consulting company for libraries, specialized in marketing, it was privileged, for the theoretical basis, the punctual literatures of authors of Administration and Library Science that discuss entrepreneurship, consulting and marketing in libraries, such as: Barreto (1998), Dolabela (1999), Filion (1999), Chiavenato (2008), Oliveira (2012), Spudeit (2016), among others; Gonçalves (1991), Lins (1999), Block (2001), Oliveira (2005), Donadone, Silveira and Ralio (2012), Pastore (2014), Spudeit, Madalena, Laurindo and Duarte (2016) and other scholars in the consulting area; and McCarthy (1982), Kotler (1999), Kotler and Armstrong (2007), Las Casas (2008), Cobra (2011), Kotler and Keller (2012) and other authors who discuss marketing.

In total, 113 (one hundred and thirteen) documents were worked with the specific subject of this research, duly cited in the text and identified in the References.

3 ENTREPRENEURSHIP

Entrepreneurship has become essential for the advancement of society, as it is about innovative actions that are born from ideas and transformed into services and products, generating something different and valuable. According to Chiavenato (2008, p. 1, emphasis added) "[...] The term entrepreneur – from the French *entrepreneur* means one who takes risks and starts something new", either in an original way or by introducing novelties that will bring a differential within an existing sector.

In the evolution of the study on entrepreneurship, some areas such as Sociology, Psychology, Anthropology and Economics contributed to its conception, summarizing in 2 (two) theories: Economist and Behaviorist, where "[...] economists associate the entrepreneur with innovation, while behaviorists focus on the creative and intuitive aspects [...]" (Filion, 1999, p. 6). In the Economist Theory, innovation had the purpose of profits, and the Behaviorist Theory studied the behavior of these entrepreneurs, seeking to identify the profile of successful entrepreneurs.

According to Chiavenato (2008), the pioneers of the Economist strand are Richard Cantillon (approx. 1680-1734), and Jean Baptiste Say (1767-1832), both converged on the idea of entrepreneurship, where the first considered the entrepreneur as someone who sought raw materials for one price and resold it for another, substantially a negotiator, who took risks, innovated and prioritized profitability; the second considered that economic growth was the result of new ventures. In other words, "Cantillon and Say regarded entrepreneurs as people who took risks, basically because they invested their own money [...]" (Filion, 1999, p. 7), that is, they invested their own financial resources without a guarantee of return, but because they believed in the potential of the business.

Oliveira (2012, p. 2) points out that Cantillon and Say respectively stated that "[...] The entrepreneur performs the functions of bringing together different factors of production, management and the ability to take risks. [...] someone who takes risks in the process of buying services or components for a certain price with the intention of reselling them later at an uncertain price [...]". For Oliveira (2012), Richard Cantillon and Jean Baptiste Say analyzed entrepreneurship focused on the economy, but not leaving aside that the act of entrepreneurship requires taking risks in decision-making, investments, negotiation and everything that this process involves. It is essential that the subject is aware of the market and its changing state. Still in the economic view, Filion (1999) states that it was Joseph Schumpeter (1833-1950) who effectively inserted the word innovation into the field of entrepreneurship, but that in addition to him there were characters such as Clark (1847-

1938), Baumol (1922-2017), Schloss (1889-1966) and among others who sought to understand the role of entrepreneurship for the economic system.

Regarding the behaviorist aspect, according to Filion (1999), it is studied by professionals in the sciences who investigate human behavior. Among these scholars, one of the forerunners to care about the theme was Max Weber (1864-1920), who believed that the value system influenced entrepreneurial behavior, recognizing them as innovators. On the other hand, psychologist David C. McClelland (1917-1998) made contributions to the sciences that study this type of behavior by developing the value system based on some points, such as: "[...] needs of achievement, affiliation and power, as fundamental elements in explaining the behavior of the entrepreneur [...]" (Honesko, 2001, p. 12). However, he suffered harsh criticism about this theory, since it would not be only the need for achievement that drives someone to create or be a successful entrepreneur, just one of the reasons.

According to Filion (1999, p. 9) "[...] Behaviorists dominated the field of entrepreneurship for 20 years, until the early 1980s. Their objective was to define what entrepreneurs are and their characteristics [...]", that is, they began to observe the personality traits of these people, in order to confer common characteristics for a group of entrepreneurs. To this end, Filion (1999, p. 10) points out that:

It has not yet reached the point of being able to evaluate a person and then say, with certainty, whether he will be successful or not as an entrepreneur. However, it can be said whether it has the characteristics and aptitudes most commonly found in entrepreneurs. Although no scientific profile has been drawn, research has been the source of several guidelines for future entrepreneurs, helping them to better situate themselves [...]

For Filion (1999) it is not possible to determine an entrepreneurial profile, but what can be established are skills that the entrepreneur can have or develop to stand out in the business, as well as improve them through a constant search for knowledge and become better every day at what he does.

In Bernardi's literature (2008) some characteristics that the entrepreneur requires are pointed out, such as: Sense of opportunity; Dominance; Aggressiveness and energy to perform; Self-confidence; Optimism; Dynamism; Independence; Persistence; Flexibility and resistance to frustration; Creativity; Risk propensity; Charismatic leadership; Ability to balance dream and fulfillment; and Relationship skills. Such characteristics can be developed and improved in people who intend to undertake, although they are not guarantees of success in the enterprise.

However, there is a myth that to be an entrepreneur, the subject must have such skills from birth and that these cannot be developed (Salim *et al.*, 2004). However, there is no basis

for such an argument, since in the history of many businesses, the motivations and circumstances for the creation of an enterprise, and consequently the appearance of an entrepreneur is not conditioned by personality traits. Thus, what characterizes an entrepreneurial impetus are three basic characteristics: the need for achievement, willingness to take risks and self-confidence (Bernardi, 2008; Chiavenato, 2007).

In this way, it is valid to say that entrepreneurial characteristics can be acquired and developed, and this means that it does not need to be linked to innate attributes. In addition, Dolabela (1999, p. 70) stresses that "[...] the individual with the conditions to undertake will know how to learn what is necessary to create, develop and realize his vision [...]", that is, far beyond the characteristics, there is the willpower to seek the knowledge necessary for the creation and maintenance of the business.

Regarding the definition of entrepreneurship, it has become plural and complex, as it is influenced by the Economist and Behaviorist Theories. To this end, it is an old concept that has undergone some adaptations over time. For example:

At the beginning of the twentieth century, the word entrepreneurship was used by economist Joseph Schumpeter in 1950 as being, in short, a person with creativity and capable of succeeding with innovations. In 1967 with K. Knight and in 1970 with Peter Drucker, the concept of risk was introduced, an entrepreneurial person needs to take risks in some business (Oliveira, 2012, p. 1).

Entrepreneurship is intrinsically related to the act of innovating, creating and taking risks, which are keywords in the concepts related to entrepreneurial characteristics. In general, entrepreneurship "[...] is a neologism derived from the free translation of the word *entrepreneurship* and used to designate studies related to the entrepreneur, his profile, his origins, his system of activities, his universe of action [...]" (Dolabela, 1999, p. 43) and such studies aim to explain to those interested the vast loci in which entrepreneurial initiatives can be implemented.

In addition, for Baggio and Knebel (2014, p. 2) entrepreneurship is:

[...] the art of making it happen with creativity and motivation. It consists of the pleasure of carrying out with synergism and innovation any personal or organizational project, in permanent challenge to opportunities and risks. It is assuming a proactive behavior in the face of issues that need to be resolved.

Baggio and Knebel (2014) relate entrepreneurship to creativity, motivation and innovation. It is not being apathetic to the needs of change and always being in search of the new, not necessarily to create original things, but to seek a new way of doing things.

Regarding the practical definition of entrepreneurship, Oliveira (2012, p. 2) defines it as "[...] the process by which people start and grow their businesses. It is a complex phenomenon, in which it involves the entrepreneur, the company and the customer, who are part of this process [...]". Oliveira (2012) describes entrepreneurship as the kick-off for the emergence of a business, composed of stages, which the entrepreneur must go through for the long-awaited success. It is not an individual process, but a collective one, which seeks to establish interpersonal relationships so that the enterprise takes stronger roots.

Converging with the other definitions described about entrepreneurship, Barreto (1998, p. 190) describes it as the "[...] ability to create and constitute something from very little or almost nothing". With regard to the professional who works in this field, the entrepreneur, "[...] is the person who starts and/or operates a business to carry out a personal idea or project, taking risks and responsibilities and continuously innovating [...]" (Chiavenato, 2007, p. 3), that is, he is a curious subject who seeks to realize his ideals. Continuously, Dolabela (1999) states that the entrepreneur in a broad way is the one who dedicates himself to managing wealth, whether in transforming knowledge into services and products, in the construction of his own knowledge or in innovating in an interdisciplinary way in areas such as marketing, production and organization.

From another perspective, Dolabela (2006, p. 26) defines the entrepreneur as:

[...] a dissatisfied person who transforms his nonconformity into discovery and positive proposals for himself and others. It is someone who prefers to follow untraveled paths, who defines from the undefined, believes that his actions can generate consequences. In short, someone who believes they can alter the world.

It is inferred that the entrepreneur is someone who does not conform to the natural and current state of things, lives in search of new directions and new ideas, putting them into practice and has a vision of the future (Dornellas, 2008). For Gerber (2004, p. 15) "[...] The entrepreneur is the visionary in us: the dreamer, the energy behind all human activity, the imagination that feeds the fire, the catalyst for change [...]", that is, someone who idealizes projects and who has the stimulus for change.

In view of all the definitions of entrepreneurship pointed out, it is clear that the entrepreneur is always looking for something new, which can represent various actions, such as adding innovations to an existing sector. That said, Spudeit, Madalena, Laurindo and Duarte (2016) reinforce that "[...] To create enterprises, it is not necessarily necessary to create a company. There are many ways to undertake using the basic concepts of the term and adding it to different sectors and areas of professional activity [...]". In other words, it is not just about creating unprecedented services and products for a new business, but

resignifying it through changes in the workplace and in the various social and cultural segments of a society, through innovative ideas.

Thus, in addition to the Business Entrepreneurship that concerns the creation of companies, the following stand out: Social Entrepreneurship, Cultural Entrepreneurship and Intrapreneurship (Spudeit; Magdalene; Laurindo; Duarte, 2016).

Social Entrepreneurship breaks the paradigm of traditional entrepreneurship that aims to obtain profits, and "[...] it comes to combine efforts in order to combine market practices and business vision with human development, proposing solutions to social problems" (David, 2004, p. 16). It is a subject taken over by a social conscience, which is unsatisfied with the injustices that happen through social causes at the local and global levels. In addition, social entrepreneurs are concerned and take risks for collective interests, for the benefit of the people the company serves. In relation to this practice in the organization, they are usually developed by non-profit institutions that act in a social way, or by private companies that have social responsibility (Brinckerhoff, 2000; Melo; Neto; Fróes, 2000; David, 2004).

As for **Cultural Entrepreneurship**, it can be focused on cultural and economic aspects. This type of entrepreneurship, at first, arises mainly with the objective of analyzing the role of the entrepreneur in the construction and maintenance of non-profit cultural organizations (libraries, theaters, art museums, orchestras, etc.) and, at the national level, these institutions are often subsidized by the government (Limeira, 2008).

On the other hand, Cultural Entrepreneurship also permeates economic issues, since it attributes value to cultural services and products, that is, "[...] it is based on the creation of economic and symbolic value in the area of culture and on new forms of work and learning, associated with entrepreneurial trajectories that constantly deal with risk and with relationships of trust" (Guerra; Paiva Júnior, 2011, p. 79).

As far as **Intrapreneurship** is concerned, it is a branch of entrepreneurship that consists of the development of entrepreneurial actions carried out by internal employees in organizations. Conceptually, Intrapreneurship refers to "[...] introduction and implementation of an innovation for the company by one or more employees working within an established organization" (Carrier, 1996, p. 7).

The term **Intrapreneurship**, which can be called **Corporate Entrepreneurship** or **Internal Entrepreneurship**, was created by Pinchot in 1985, who considered intrapreneurs as dreamers, who are in charge of developing any type of innovations within their workplace (David, 2004). Regarding this practice within organizations, Baldissera (2019, p. 16) believes that it contributes both to individuals as professionals, and to the company and "[...] provides

a differentiated view of the performance of the workforce, as it does not rely on people only for routine work activities, but also by returning employees to organizational interests in an entrepreneurial way".

In view of all the definitions of entrepreneurship, it is worth highlighting the entrepreneurial process branched out by Dornellas (2005) into 4 (four) stages: verifying and calculating opportunities; prepare the business plan; allocate necessary resources; and business administration. All these phases can be developed sequentially or at the same time.

Although all the phases exposed by Dornellas (2005) are of paramount importance, as they aim to support the entrepreneur in the decision-making of his business, it focuses on the business plan, as it is:

[...] A document used to describe a venture and the business model that underpins the company. Its elaboration involves a process of learning and self-knowledge and also allows the entrepreneur to situate himself in his business environment (Dornellas, 2016, p. 99).

It is through the preparation of this document (business plan) that the entrepreneur will be able to clearly analyze the feasibility of success of the business in his market, since the opportunities he can explore are exposed, as well as the possible threats that may occur in the business environment.

Sebrae (2020) corroborates Dornellas (2016) on the importance of the business plan as an essential management tool for the entrepreneur in business planning by pointing out that:

The **business plan** is the ideal instrument to draw a portrait of the market, the product and the entrepreneur's attitudes. It is through it that you will have detailed information about your industry, products and services, customers, competitors, suppliers and, above all, strengths and weaknesses of the business, contributing to the identification of the feasibility of your idea and the management of the company.

In this way, it is notorious how indispensable it is to create a business plan for any type of enterprise, since it allows a detailed view of the internal and external aspects of the business, thus allowing the entrepreneur to have a basis that allows him to establish an overview of the current situation of the company and what is the desired future situation, thus assisting in the elaboration of goals and strategies.

A relevant aspect that the entrepreneur must consider in the business plan so that the company can succeed in the market in which it operates, is that it is changeable, that is, the

needs of customers and their competitors change, therefore, the business plan as a planning tool that studies these aspects also changes, requiring constant updating (Dornellas, 2016).

Therefore, it is clear that to ensure success in the process of opening a business, it is not enough for the entrepreneur to have the skills to identify opportunities, take risks, innovative attitude, etc., but also to have the ability to develop what is outlined for the organization through the business plan.

In view of all that has been exposed, it can be seen that although the conception of the term entrepreneurship has been greatly influenced by other areas in its ideas, the authors cited: Dolabella (1999), Gerber (2004), Dornellas (2008), Chiavenato (2007), Oliveira (2012) among others, converge in defining the entrepreneur as: innovative, creative and able to take risks. And they present different types of entrepreneurial characteristics, not as a profile, but as aspects to be allocated to their behavior.

This section highlighted an overview of entrepreneurship and the entrepreneur in its conceptual and characteristic aspects, and in the next one entrepreneurship in Brazil will be briefly presented.

3.1 ENTREPRENEURSHIP IN BRAZIL

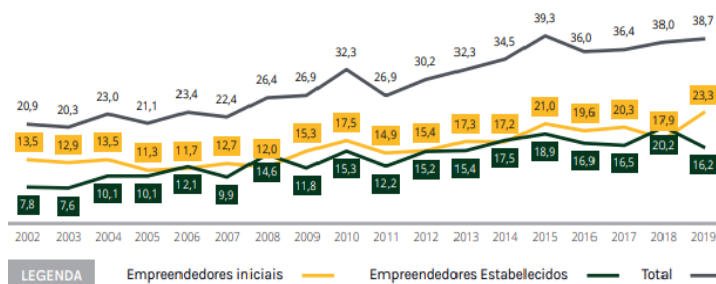
When analyzing entrepreneurship in Brazil, Oliveira (2012, p. 1) mentions that it is a new terminology, especially at the national level, in which "[...]It only emerged for us from the 90s onwards and has been growing along with the privatization process of large state-owned companies and the opening of the domestic market", that is, the term only gained prominence in the country with the insertion of private companies.

Studies by the Global Entrepreneurship Monitor (GEM) (2019), a program that evaluates the evolution of entrepreneurship in Brazil compared to other countries, point out how the development of entrepreneurship is taking place in Brazil.

Regarding the evolution of entrepreneurship in Brazil from 2002 to 2019, the Global Entrepreneurship Monitor (2019) portrays, in Figure 1, the rate of initial entrepreneurs (TEA), rate of established entrepreneurs (TEE) and the total rate of entrepreneurs (TTE) for the years 2002 to 2019, which demonstrates a balance of how entrepreneurship has maintained itself in recent years:

Figure 1

Entrepreneurship rates (in %) second stage of entrepreneurship TEA, TEE, TTE - Brazil - 2002:2019



Source: Global Entrepreneurship Monitor (2019, p. 11).

According to Figure 1, it is possible to see that the initial entrepreneurs have grown in recent years and remained stable. For the Global Entrepreneurship Monitor (2019) it stems from the country's new economic prospects. On the other hand, as for established entrepreneurs, there is an unstable balance of growth and declines, resulting from crises that lead companies to indebtedness, strong fall in demand, and defaults (Global Entrepreneurship Monitor, 2019).

Table 2 presents entrepreneurship according to the rate that corresponds to the population in the age group of 18 to 64 years in 2018 and 2019, where it describes the number of companies linked to the creation, improvement of a new business and the maintenance of some enterprise:

Table 2

Rates (in %) and estimates (in units) of entrepreneurship according to the internship and potential entrepreneurs - Brazil - 2018:2019

Taxas	Taxas		Estimativas	
	2018	2019	2018	2019
Empreendedorismo total	38,0	38,7	51.972.100	53.437.971
Empreendedorismo Inicial	17,9	23,3	24.456.016	32.177.117
Novos	16,4	15,8	22.473.982	21.880.835
Nascentes	1,7	8,1	2.264.472	11.120.000
Empreendedorismo estabelecido	20,2	16,2	27.697.118	22.323.036
Empreendedorismo potencial	26,0	30,2	22.092.889	25.545.666

Source: Global Entrepreneurship Monitor (2019, p. 10).

In the data presented in Table 2, it can be seen that among thousands of people between 18 and 64 years of age, 53.5% carry out an entrepreneurial action, either as a new business, improvement of a new business or striving to maintain the enterprise. It is also noted that the number of beginner entrepreneurs in 2019 compared to 2018 is higher than

established entrepreneurs, which means that entrepreneurship with regard to the creation of a new business has increased in the country (Global Entrepreneurship Monitor, 2019).

Debastiani (2003) brings the contribution that entrepreneurship is influenced by cooperativism characterized as a

[...] management model that seeks the union of ideas, efforts and resources of people who seek common goals. The creation of cooperatives aims, among other interests, to contribute to the reduction of unemployment or poverty, just as entrepreneurship by necessity happens through the individual action of people. (Debastiani, 2003, p. 26).

It is apprehended that cooperative entrepreneurship brings together people who share convergent ideas, democratically established, with the objective of obtaining advantages for the collective.

In the educational sphere, Dolabela (1999, p. 54) emphasizes that "[...] the first course on the area appeared in 1981, at the School of Business Administration of the Getúlio Vargas Foundation, São Paulo, on the initiative of Professor Ronald Degen [...]", however it was only a discipline of the specialization course in the area of Administration. Dolabela (1999) also points to a chronological trajectory in the growth of entrepreneurship as a teaching area, listed in Table 3.

Table 3

Chronological trajectory of entrepreneurship education in Brazil

Year	Trajectory of entrepreneurship education in Brazil
1984	Beginning of entrepreneurship teaching at the University of São Paulo - USP.
1985	The Faculty of Economics, Administration and Accounting at USP offered an entrepreneurship course focused on technological bases.
1992	The Federal University of Santa Catarina created ENE – School of Entrepreneurs.
1993	The CNPq Softex Program, through Fumsoft, has developed a method to offer the teaching of entrepreneurship in Computer Science.
1995	The Federal School of Engineering Itajubá created the Business Center for Entrepreneurial Training of Itajubá and also the University of Brasília created the School of entrepreneurs.
1996	It is considered the milestone of entrepreneurship in the country.
1997	The Softex program, already created by CNPq, started to be directed by the Softex Society, where it develops two projects: Genesis and Softstart, in the same year the Reune Program (University Teaching Network of Entrepreneurship) is created in the city of Minas Gerais.
1998	CNI-IEL together with Sebrae Nacional launched the Reune-Brasil Program, expanding the teaching of entrepreneurship in national university institutions.

Source: Adapted from Dolabela (1999).

Regarding the Brazilian Micro and Small Business Support Service (Sebrae) and the Brazilian Society for Software Export (Softex), they were companies that emerged

respectively in the 1990s and contributed to the growth of entrepreneurship in Brazil. Sebrae was created with the intention of bringing knowledge and possibilities to the opening of a business, while Softex was designed to develop software companies in the market through sales and stimulate local production, in addition, this company through its programs gave a Brazilian character to the term business plan, which was previously little used by entrepreneurs (Oliveira, 2012).

In the case of Sebrae, it is a company that welcomes people who have the desire to become entrepreneurs. It develops professional actions based on the construction and formation of the entrepreneur's knowledge, in partnership with other institutions, through workshops, courses and professionalization, consultancies to guide the opening and maintenance of a business, etc. It is worth mentioning Empretec, a methodology developed by the United Nations (UN) and incorporated in the country by Sebrae since 1993, which works on the behavior of the entrepreneur, as well as maps the opportunities arising from the market (SEBRAE, 2020).

Empretec is a training course that has a workload of 60 hours, where based on science it challenges the subject with practical activities to be performed, based on 10 characteristics necessary to be a successful entrepreneur: Search for opportunity and initiative; Persistence; Take calculated risks; Demand for quality and efficiency; Commitment; Search for information; Goal setting; Systematic planning and monitoring; Persuasion and networking; Independence and self-confidence (SEBRAE, 2020).

According to the Global Entrepreneurship Monitor (2017), there are 2 (two) initial motivations for Brazilian entrepreneurs to open their businesses: by necessity or opportunity. About this, the program discusses that:

[...] Entrepreneurs out of necessity decide to undertake because they do not have better employment alternatives, proposing to create a business that generates income, basically aiming at their subsistence and that of their families. With regard to entrepreneurs by opportunity, the GEM defines them as capable of identifying a business opportunity or a market niche, undertaking even if they have competing alternatives for employment and income [...] (Global Entrepreneurship Monitor, 2017, p. 29).

In this way, it is understood that the entrepreneur by opportunity is the one who is always attentive to the market, who guides his actions through planning and has a vision of the future, on the other hand, the entrepreneur by necessity is often driven by an emergency factor such as unemployment, and at first seeks only to meet his basic needs. With this, the motivations of entrepreneurs are distinguished and can influence the progress of the business, as it is necessary that they are stable motives that propel them to success and not

that nullify or slow down their growth in the market. Table 4 shows the updated percentage of what motivates entrepreneurs to create a company.

Table 4

Percentage of initial entrepreneurs according to motivations to start a new business - Brazil 2019

Motivação	Taxas
Para ganhar a vida porque os empregos são escassos	88,4
Para fazer diferença no mundo	51,4
Para construir uma grande riqueza ou uma renda muito alta	36,9
Para continuar uma tradição familiar	26,6

Source: Global Entrepreneurship Monitor (2019, p. 12).

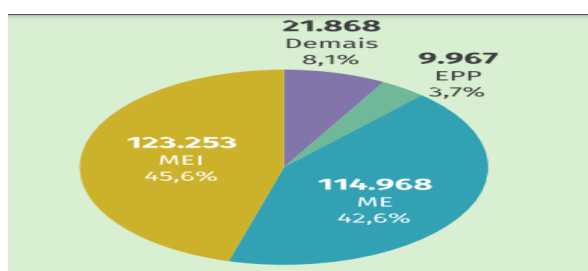
By analyzing Table 4, it is clear that the primary factor for opening a business is linked to the lack of formal jobs in the market. In this way, initial entrepreneurs set up their own businesses so as not to be on the sidelines of the job market. More than 50% are driven by making a difference in the world through the idea that becomes a company. In addition, a third of entrepreneurs ensure that the intention for development is based on the ambition to gather great wealth. And finally, a quarter of entrepreneurs are motivated by traditional aspects, that is, to continue Family Businesses (Global Entrepreneurship Monitor, 2019).

It is pertinent to point out entrepreneurship in Maranhão to understand how entrepreneurship is occurring in the state. In view of this, data were collected from the Board of Trade of Maranhão (Jucema), which shows a considerable growth in the number of active companies in 2020 with a percentage of 270,056 enterprises compared to 2014, which was 125,398 (Maranhão, 2020).

Figure 2 refers to the rate of companies by size: Individual Microentrepreneurs (MEI), Micro Companies (ME), and Small Businesses (EPP).

Figure 2

Total number of companies by size



Source: Maranhão (2020, p. 3).

It is apprehended that among the number of active companies, 123,253 (45.6%) corresponds to the number of individual microentrepreneurs and represents a higher percentage, followed by microentrepreneurs with 114,968 (42.6%), and small companies with 9,967 (3.7%) and the others that are the companies that do not fit into the other sizes with 21,868 (8.1%) (Maranhão, 2020).

The companies of São Luís - Maranhão established themselves with a business profile focused on services, adding up to about 88,466 in execution, of which 38,666 in the service sector, 37,528 in commerce, 6,105 in construction, 5,998 in industry and 169 in agriculture. Table 5 represents the number in some cities in Maranhão.

Table 5

Areas of operation of the companies in the cities of Maranhão

	Serviços	Comércio	Construção	Indústria	Agropecuária	Total
São Luís	38.666	37.528	6.105	5.998	169	88.466
Imperatriz	9.067	11.608	1.287	1.938	77	23.977
São José de Ribamar	3.502	5.372	829	885	37	10.625
Timon	2.355	3.654	528	757	18	7.312
Balsas	2.521	3.201	408	519	241	6.890
Paço do Lumiar	2.174	3.379	537	436	25	6.551
Caxias	1.890	3.298	325	413	27	5.953
Açailândia	1.974	2.820	352	501	92	5.739
Bacabal	1.335	3.016	247	295	13	4.906
Santa Inês	1.317	2.592	195	297	14	4.415

Source: Maranhão (2020, p. 4).

It is understood that in addition to São Luís, Imperatriz, São José de Ribamar and Timon stand out as other cities that have a dense growth mainly in the areas of services, commerce, construction and industry (Maranhão, 2019).

In view of all the data analyzed, it is worth pointing out that entrepreneurship concerning the opening of companies is analyzed according to the economic aspect that is linked to the social and political aspects of the country to maintain and be created in the market. However, it is an activity that is maintained due to financial contributions to the country, but it is necessary that more materials focused on the knowledge of the subject be produced so that real and potential entrepreneurs seek information in the literature that contributes to the business.

It is necessary to emphasize that there is the Association of Young Entrepreneurs of Maranhão (AJE), a non-profit institution that works with the objective of integrating young businessmen and entrepreneurs to propagate entrepreneurial knowledge that ensures the promotion of their growth from an intellectual and professional perspective (Association of Young Entrepreneurs of Maranhão, 2020).

The discussion about entrepreneurship is extensive and seeks multidisciplinary, because in all areas there are entrepreneurial individuals. Therefore, it is pertinent to highlight entrepreneurship in Librarianship, in order to encourage entrepreneurial attitudes in the area.

3.2 ENTREPRENEURSHIP IN LIBRARIANSHIP

The historical aspect of entrepreneurship in Librarianship, according to Spudeit (2016) occurs in the 1980s through the creation of formal companies originated by librarians, such as Redata - specialized in the document management of archives, libraries and documentation centers - and Bibliotec - Information Management of archives and libraries, previously focused on the traditional services of these organizations and, Currently, they meet the diverse informational demands represented in services and products, remaining in the document management market. It is emphasized that:

[...] from the 1990s onwards, there was an expansion in the range of services and new companies emerged such as Datacoop, eDoc Consultoria, Control, GedBrazil, Indexare, among others with a technological and managerial focus to meet specific demands in the market (Spudeit, 2016, p. 14).

It can be inferred that librarians have been organizing companies according to market standards, moving from the traditional professional practice of library organization, standardization and the like to the updating of technological innovations. In this perspective, Madalena and Spudeit (2017) ratify the importance of librarians knowing their field of activity in order to manage new work fronts and establish interdisciplinary partnerships.

Therefore, when dealing with entrepreneurship in Librarianship, Spudeit (2016, p. 14) refers to:

1. Skills developed and knowledge acquired throughout graduation and through complementary training applicable to new fields of activity that require a differentiated professional profile, attentive to opportunities;
2. Creation of a business in the area of information in which the librarian can act as a liberal professional to provide services aimed at specific demands of the market or society itself;
3. Projects aimed at the use of information for social transformation and empowerment of people, aiming to promote greater reflective and critical awareness for the full exercise of their citizenship;
4. Intrapreneurial actions that can be developed by librarians in different fields of activity, such as process management, e-commerce, information architecture, project management, among others, including in libraries.

Thus, the librarian can become an entrepreneur from the beginning of academic training. Regarding the librarian's role as an entrepreneur, Madalena and Spudeit (2017, p. 59) argue that "[...] he is able to transform opportunities, through resources available in a creative way, in order to create products and services in the area of information management", that is, this professional can transform all his knowledge into an opportunity to generate new ideas, within the infinite possibilities that the librarianship field offers, which goes beyond the walls of a library and also far from the public service.

There are many market niches through which librarians can develop their enterprises, this is because, by working with information, this professional has a broad knowledge about what is happening in the world, which favors the construction of new job and business opportunities (Madalena; Spudeit, 2017).

In addition, Girard, Fonseca and Gama (2017) expose the spaces of action of the creative economy in Librarianship, such as: blogs, publishing agencies, fashion products, professional brand designers, consulting services, among others. The creative economy in Librarianship is the inventive and innovative practice of the librarian in a physical or digital way.

Correlated to these spaces, Girard, Fonseca and Gama (2017) highlight as models: Santa Librarianship, a blog created in 2012 by a librarian, with the initial objective of passing on the knowledge acquired and helping her professional colleagues on topics involving the course, currently handouts for public exams are also posted; Class Cursos, which works to train professionals in the area of Library Science and Information Science, founded in 2015, also operates in the online course market; the Library Agency, created in 2011, is focused on communication and publication in the field of Librarianship, culture, education and literature.

In addition to these, there is also the company Documentar that operates in process management as well as Innova Gestão. The company Documentar stands out in the areas of Information Science, Automation via IT and Information Management; while Innova Gestão works with research, training and consulting services focused on areas such as Information Management, knowledge, innovation and others. Biblio ideias that works relating marketing with the library area exercising administration and finance activities. (Spudeit; Magdalene; Laurindo; Duarte, 2016).

Among the companies mentioned above, which exercise entrepreneurship in Librarianship, some are listed with the respective addresses of websites that work with activities aimed at consulting and continuing education of librarians, automation technologies, indexing and others (Table 6).

Table 6*Companies operating in the librarianship field*

Companies	Email address
Access – Documentary Accessory	http://acessonett.com.br/
Agency Biblio	http://agenciabiblio.info/
Biblio Ideas	http://biblioideias.blogspot.com.br/
Biblio Consulting	http://www.inforbiblio.com.br/p/biblioconsultoria.html
BiblioCoop Cooperative	https://bibliocoop.webnode.com/
Biblioshop Software	http://www.biblioshop.com.br/#home
Bibliotec	http://www.bibliotec.com.br/
Class Courses	http://www.classscursos.com/
Content Mind	http://www.contentmind.com.br/
Control Information and Documentation	http://control.com.br/
Datacoop	http://blogdatacoop.blogspot.com.br/
eDoc Consulting	https://2020.edococonsultoria.com.br/
Egregore Intelligence	https://www.sympla.com.br/egregorainteligencia
Ged Brazil	http://www.gedbrasil.com.br/
Guarddoc - Document management and storage	https://guarddoc.com.br/servicos/guarda-e-gestao-de-documentos/
Guzzo Projects	http://guzzoprojetos.com/
iMID	http://imind.com.br/
Index Consult	http://www.indexconsult.com.br/
Indexare	http://www.indexare.com.br/empresa/
Innova Management	http://www.innovagestao.com.br/
Lepidus Technology -	https://lepidus.com.br/
Modal	https://modalnetworks.wordpress.com/
NS Consulting	http://www.nsconsultoria.com.br/
Periodical in Clouds	http://periodicos.emnuvens.com.br/
Praxis Solutions	www.praxis.com.br
Redata	https://redata.com.br/
Holy Librarianship	https://santabiblioteconomia.com.br/
Screening Consulting	http://www.triagemconsultoria.com.br/
T-Shirts Mural	http://www.t-shirts mural.com.br/

Source: Adapted from Spudeit, Madalena, Laurindo and Duarte (2016).

These companies that work with the service of the library area outside the conventional field can be considered as entrepreneurial actions and serve as an affirmation that entrepreneurship is related to and can be developed in Librarianship. Spudeit, Madalena, Laurindo and Duarte (2016) mapped and found around 36 companies, which promote automation, consulting, knowledge management, continuing education, among others. However, when reviewing again if they are in operation, about 5 companies are in disuse. In Table 2, only the organizations that are in full exercise of their activities were scored. It can be seen, in accordance with Spudeit, Madalena, Laurindo and Duarte (2016), that with regard to the creation of companies, the action of librarians is still timid.

Junior enterprises (EJ) are also pointed out as entrepreneurial activities, as they contribute to the empirical performance of students and are ways for students to have the

experience of forming a company and exercising the professional practice of the area in their teaching-learning processes. They are defined as:

[...] a non-profit civil association, resulting from the union of students enrolled in an undergraduate course in higher education institutions in order to offer projects and services that contribute to training trained professionals committed to the purpose of transforming Brazil (Brasil Júnior, 2015, p. 6).

The mapping of Junior Enterprises (EJ) in the area of Librarianship was carried out from research carried out on the websites of the Faculties of Library Science, blogs, and also through the mapping table of EJ in Librarianship of the Course Completion Work of Reis (2017). Table 7 shows a mapping of the EJ in the federal universities.

Table 7

Mapping of EJ in the area of Librarianship

No.	EJ in Library Science	Institution	Year of Creation	Situation
1	InfoJr.	UFSCAR	2009	active
2	SETi Junior Consulting	UFPE	2013	active
3	Info Junior	UFSC	2013	active
4	BiblioMetrics	UFRN	2012	active
5	Junior Library	UFSC	2004	closed
6	AGIR Jr. Consulting	UFC- Cariri	2010	Inactive
7	EGID JR	UNESP-MARÍLIA	2007	Inactive
8	CGI-JR	UFMG	2009	Inactive
9	FESP Jr.	FESPSP	Information not found	closed

Source: Reis (2017, p. 31).

It can be seen that only 4 (four) EJ are active, such as: the InfoJr of the Library and Information Science Course at the Federal University of São Carlos, which offers services aimed at the normalization of academic works, textual review, updating of lattes curriculum, automation of collections, design and advertising; SETi Consultoria Jr of the Federal University of Pernambuco, which develops activities of organization of collections (classification, indexing and/or cataloging), standardization of academic works, and updating of Lattes Curriculums; Info Júnior of the Federal University of Santa Catarina, which provides services aimed at the areas of Archivology, Library Science and Information Science; and BiblioMetrics belonging to the Librarianship Course of the Federal University of Rio Grande do Norte, and work with the standardization of academic works, biblioFigureic survey, book publishing, organization of physical and digital collections, organization and systematization

of files on computers, tablets and smartphones, user research, policies, qualitative and quantitative, and information architecture (Reis, 2017).

In Maranhão, activities focused on corporate entrepreneurship, which deals with the creation of new companies, are still timid. However, actions such as Biblio Fora da Caixa³, created by librarians from Maranhão who use social media spaces (Facebook, Instagram and Youtube) to promote people and institutions that add differential content to the area of Library Science and Information Science, are found in the digital sphere; Normalize⁴, created by a student of the Library Science Course of Maranhão who posts content on Instagram related to ABNT rules and provides services for standardization and updating of the Lattes Curriculum; Elaborando,⁵ which works with documentary standardization (articles, abstracts, files, reviews, etc.), and the organization of lattes; and the Reading Pier⁶, a page created on Instagram by a student of the Librarianship Course, is a literary profile that socializes literary reviews, literary tips in order to awaken in followers the pleasure of reading. It is noted that most of the profiles found on social networks are focused on the normalization and organization services of the Lattes Curriculum.

In addition, librarians inserted in libraries can develop intrapreneurial actions, however, "[...] it is necessary to have autonomy of services, innovations and creations and also to count on the help of everyone in the institution in search of organizational success" (Brito, 2017, p. 26), so that the activities developed attract users and meet informational needs, not necessarily creating new things, but innovating in established services.

The job market is dynamic, and with each evolution of society, a demand arises. In the context of libraries, it is no different, information changes, new technologies emerge and in this way the world of work requires professionals who adapt to these changes. Thus, it is necessary for librarians to seek continuing education and new ways of working to walk side by side with these transformations. Therefore, Cardozo and Barbosa (2004, p. 23) point out that the entrepreneurial librarian must be "[...] creative, flexible, innovative and have a vision of the business in which it operates, in addition to always being aware of the need for permanent updating, with regard to knowledge and techniques and working methods". Therefore, when thinking about the entrepreneurial librarian, it is necessary, in addition to everything, to analyze the market and all the knowledge that the professional holds, so that

³ Biblio Fora da Caixa: [https://instagram.com/biblioforadacaixa?igshid=1hky8oxhb8kon](https://instagram.com/biblioforadacaixa?igshid=1hky8oxhb8kon;);
<https://www.facebook.com/biblioforadacaixa/>;
https://m.youtube.com/c/BiblioForadaCaixa?sub_confirmation=1.

⁴ Normalize: <https://instagram.com/normalizacao.lattes?igshid=1ki8v35dav8et>

⁵ Elaborating: https://instagram.com/elaborando___?igshid=1ajmvebpxgmjh

⁶ Literary Wharf: <https://instagram.com/caisdaleitura?igshid=g7issno9ah6t>

he can create or recreate, in a differentiated way, new services or products that meet the needs of customers.

Regarding the various ways of developing a business, consulting arises as a result of entrepreneurial actions, contributing to the solution of problems in enterprises and to the creation of new companies. In addition to the possibility of being developed internally by the company's own employees who seek to identify and solve the problems of the organization inserted. However, the focus of the research will be directed to external consulting aimed at creating a marketing consulting company for libraries. Thus, in order to clarify more about this sector, the following section will address consulting.

4 CONSULTANCY

The expression consultancy, derived from the Latin *consultore*, can be apprehended as an exchange of offering and receiving advice. In a conservative perception, it was considered as a function developed by religious people, and in the last century as specific activities carried out, for example, by doctors, lawyers and accountants (Leite *et al.*, 2005). However, for Block (2013), anyone who influences the other without the direct power to generate changes is considered a consultant, because those who make them effective are the managers.

In the historical aspects of consulting, Grocco and Guttman (2005, p. 2) emphasize that,

[...] A brief and more attentive analysis of the history of humanity is enough to realize that it has existed since time immemorial. There are, for example, the Druids, magicians who, in addition to preparing potions, advised the chiefs of Celtic villages on various subjects and resolved various disputes between the villagers. The rabbis, similar to the Druids, advised the faithful, interpreted the scriptures, adding more knowledge to the people, and also resolved disputes.

In this context, Grocco and Guttman (2005) and Leite *et al.* (2005), converge with the idea that the activity of consulting, in its origin, was a practice carried out by the wise men of society. On the other hand, authors such as Bond (1999), Paes de Paula and Wood Júnior (2008) associate the history of consulting with the ideologies of *Management* (discourse focused on the reorganization of the areas of Strategy, Marketing and Human Resources) propagated in organizations. In addition to these, other theoretical sources emerged, such as Silva (1974) and Merron (2007), who based their historical studies on consulting on the system used by Frederick Taylor (he fragmented basic activities and analyzed the time in which work was carried out).

The origin of consulting in the form it is currently applied, according to Donadone, Silveira and Ralio (2012) emerged between the nineteenth and twentieth centuries, and can be considered as places of origin: England and the United States. With regard to the expansion of services to other fields, Lins (1999) demarcates the 1920s, especially in the United States, as the period in which consultants began to work in the areas of production, accounting, personal administration and human relations. Consulting activities were expanding in the various areas of work, and during the Post-War period, in the 1970s of the last century, consulting originated its work in marketing and other techniques aimed at operations research and systems modeling. With regard to consolidation, it is important to emphasize from 2 (two) processes:

The first of them being the legitimization of the activity as an alternative in conducting the analysis and even the management of public and private organizations [...] The second process is also linked to extensive changes, but with a focus on accounting, caused by the reformulation of laws regarding the relationship of companies with the financial sector and the calculation of taxes (Pastore, 2014, p. 38).

It is a remarkable period for this sector, since it legitimizes its function to establish links and professional partnerships with public and private organizations. In addition to performing specific work in other areas, such as accounting (Pastore, 2014).

In general, consulting is:

[...] a process of mutual learning between consultant and client, based on a constant cycle of action research, that is, trial-error-success. In this process, not only the consultant, but also the client must play an active role, since no two problems are ever the same, and because it is practically impossible for a consultant – and his team – to understand and apprehend all the complexity and interdependence of the political, social, technological and economic systems operated by the client, in the short contractual time normally available (Gonçalves, 1991, p. 91).

In relation to the concept presented by Gonçalves (1991), consultancies are activities developed in stages, through the interaction between the consultant and the client, which seek to reflect critically and analytically on various problems in organizations. Nothing comes ready, both are willing to take risks within the process. The client, in turn, is a fundamental piece for the unfolding of the consultant's activities, acting as an active agent, since he knows the company's organizational culture.

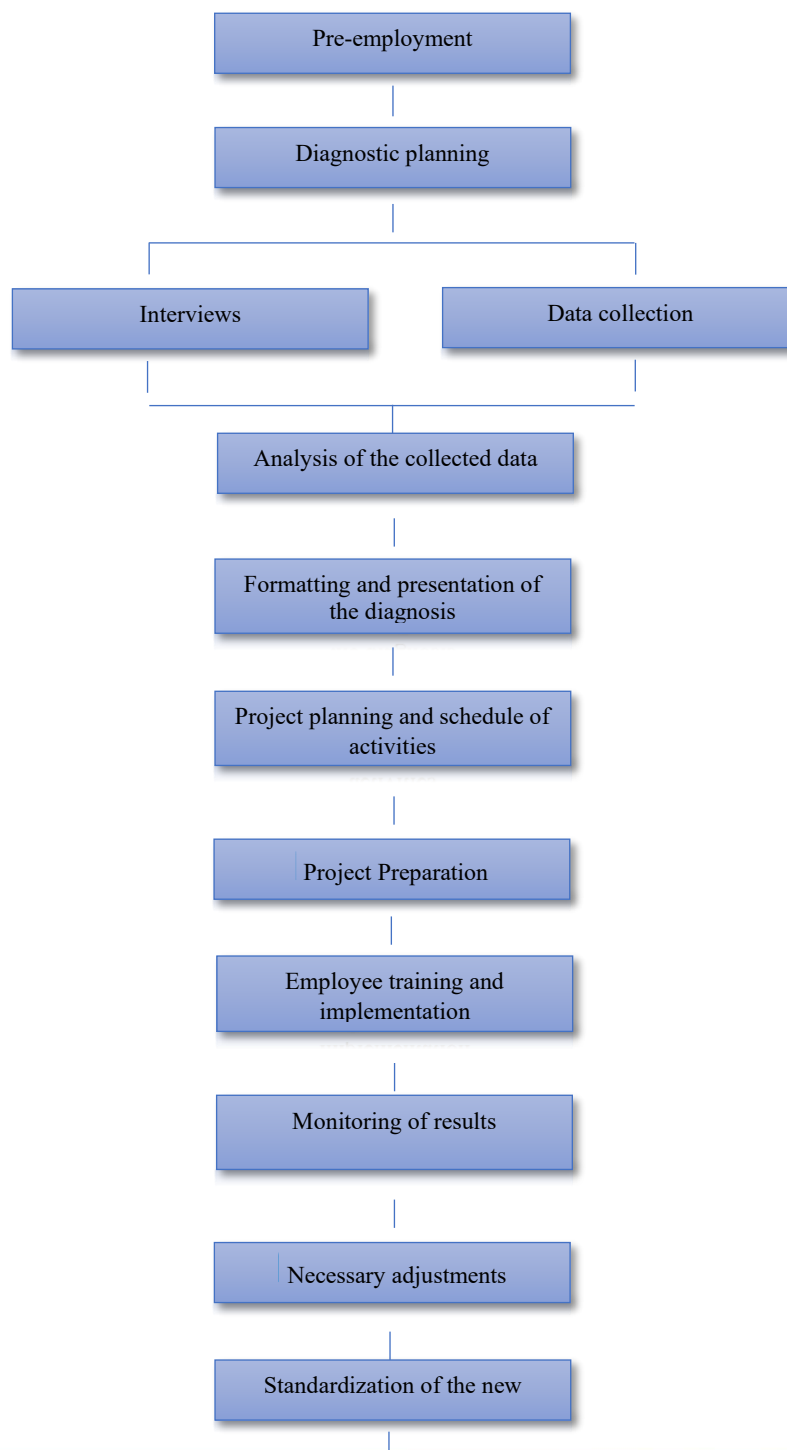
In the view of Grocco and Guttman (2005, p. 8), consulting is considered as an interactive process "[...] executed by one or more people, independent and external to the problem under analysis.", therefore, the consultant must diagnose, assist and propose

solutions to the problems identified. Similar to this, Reis Neto (2007) defines consulting as a partnership activity, where this interaction is decisive for obtaining results.

Block (2001), emphasizes the consulting process in 5 (five) ordered phases: Entry and Contract; Data Collection and Diagnosis; Feedback and Decision to Act; Engagement and Implementation; and Extension, Recycling, or Termination. In Figure 3, the activities developed in these stages are presented.

Figure 3

Activities of a Consultancy



Project completion

Source: Block (2001).

In each stage highlighted by Block (2001), the activities defined in the flowTable are established. In phase 1 Entry and Contract is the point where pre-contracting and diagnosis planning are worked; in Data Collection and Diagnosis it is the interview phase, data collection and analysis of collected data; Feedback and Decision to Act is related to the formatting and presentation of the diagnosis, project planning and schedule of activities and project preparation; Engagement and Implementation focuses on employee training and implementation; and Extension, Recycling or Completion which concerns the monitoring of results, necessary adjustments, standardization of the new process, and completion of the project. Therefore, it is the responsibility of the consultants to facilitate the phases of change of the client-company, together (consultant and client-company), so that interaction is developed in the stages of the process (Leite *et al.*, 2009). These phases are described in more detail in section 6.2.1.

For Lins (1999, p. 26) "Consulting has a primordial concept of helping third parties, exemplified in the situation of someone who has information and passes it on to the other who requested it and the other decides what to do with this information", whose services are provided to someone, not arbitrarily, but consensually, since the consultant does not have the autonomy to put into practice actions of change, if it is not granted by the customer. Reinforcing this idea, Block (2001, p. 2) describes the consultant as "[...] a person who is in a position to exert some influence over an individual, group, or organization, but who has no direct power to produce change or implementation programs [...]". Therefore, consultants must know the organizational demands, and propose solutions that will solve the identified needs, respecting the power of choices of the clients.

Regarding consultancies in Brazil, Donadone, Silveira and Ralio (2012) consider the country an important center that receives most of the national consulting firms, perhaps in Latin America. As a result, the authors carried out an analysis that aimed to identify the main centers of influence in the sector to develop a cartography of the Brazilian consulting space. Thus, they identified 3 (three) centers of action of the consultancies in the country represented by the Brazilian multinationals; and university students (Donadone; Silveira; Ralio, 2012).

Multinational consultancies are subdivided into accounting firms and artisanal consultancies. The first is associated with mass production, since it requires large-scale performance, a considerable number of professionals and the presence of a significant

number of recent graduates from Business Schools; In artisanal consultancies, their consultants are differentiated by the academic aspect, that is, the priority is in the qualification of their professionals. Brazilian consultancies, on the other hand, have fragmented characteristics because they cover small companies. The performance of these consultants is focused on specific knowledge and a network of relationships derived from the experiences lived in an existing sector. And university consulting is linked to an institution, and its differential from other consultancies is in the scientific methodology. It can be seen that the difference between the consultancies in Brazil is conditioned by the nuclei of action as well as on who will work (Donadone; Silveira; Ralio, 2012).

It is worth mentioning some associations created to bring together the various services offered to consultants, such as: Institute of Management Consultants (IMC) and Brazilian Institute of Organizational Consultants (IBCO). There is a need for consultants to engage in these Institutes to establish and increasingly strengthen consulting services in the market, and to be a way to add, through continuing education, more knowledge for better professional qualification and customer satisfaction.

In addition, the IMC is an organization focused on teaching and research regarding the improvement of management consulting practices through research, performance measurement and education of current and future management consultants. It aims to generate value, ethics and professionalism on the part of management consultants (IMC, [2019]).

Therefore, IBCO is a non-profit governmental organization that brings together consultants from consulting companies, independent consultants, internal consultants and institutional members who have voluntarily joined (IBCO, 2015), for its adhesion it must: "[...] participate in examsthat evaluate the training, experience and way of acting of candidates [...] IBCO's main activity is permanent research on techniques, technologies, ethics and quality of consulting" (IBCO, 2015), if approved, these professionals must be committed to the institute's mission, take careof the Code of Ethics and achieve its objectives.

According to data obtained by the Brazilian Institute of Organization Consultants (IBCO) in the most recent survey carried out in 2016, it is estimated that Brazil has about three thousand organization consultants carrying out activities in the area of Planning, Training and Human Capital, Strategic Management, Organizational Development and Restructuring, Process Management, Information Technology, Marketing and Commercialization, Finance, Research, Intelligence, Logistics, Creativity and Innovation, Sustainability, Legal and Tax, etc. (IBCO, 2016, p. 8).

According to IBCO (2019) Brazil corresponds to 75% of Latin American revenue, that is, "From 2008 – 2010, due to the impact on developed economies and the appreciation of the real, the Consulting business in Brazil expands at rates much higher than those presented in more developed countries" (IBCO, 2019, p. 16). In the country, almost 50% are independent consultants or consulting firms with only one consultant; and another 70% offer organizational consulting services maintained for five years and 18% have remained for 20 years (IBCO, 2019). These data were collected based on interviews with consultants by state. Table 6 shows the percentage of interviewees.

Table 6

Percentage of Respondents by region

Participação de Respondentes por Estado		
Estado	Quant.	%
Alagoas	6	3,08
Bahia	2	1,03
Ceará	11	5,64
Distrito Federal	7	3,59
Espírito Santo	5	2,56
Goiás	1	0,51
Minas Gerais	15	7,69
Mato Grosso	3	1,54
Maranhão	1	0,51
Pará	1	0,51
Paraíba	2	1,03
Pernambuco	2	1,03
Paraná	7	3,59
Rio de Janeiro	28	14,36
Rio Grande do Norte	1	0,51
Rio Grande do Sul	31	15,90
Santa Catarina	1	0,51
São Paulo	71	36,41
Total	195	100

Source: IBCO (2016, p. 23).

It can be inferred that the largest concentration of interviewees who work in the consulting industry belongs to the South and Southeast regions. In Maranhão there is a lower number and this may mean that the state lacks more due to the lack of consulting companies. However, it is possible that this sector has grown in Maranhão, however IBCO (2016) still does not have recent research, because when searching in the Google search engine, some companies were identified, such as: EJAD Business Innovation⁷, which operates in the field of consulting developing activities of Financial Plan, Spy Client, Business Plan, Marketing Plan, Strategic Planning, process mapping, job description, and market research; Gakkai Business Consulting⁸, which offers strategic planning services, Restructuring of Processes and Routines, Manualization of Processes, Strategic Financial Management, Trademark Registration, Business Plan, Coaching to Enhance Teams, Market Research, Satisfaction Survey, Selection of Professional Talents, Manual of Good Practices in Food, Franchise Network Start Up, and also provide a professionalization course to its customers. customers;

⁷ EJAD Business Innovation: <https://www.ejadconsultoria.com.br/>

⁸ Gakkai Business Consulting: <https://gakkaiconsultoria.com.br/>

Sapiens Consulting⁹, which operates in the areas of environment, training and strategic management; and Labore Consulting¹⁰ is a company that provides services to candidates with vacancies for internships, young apprentices, trainees, administrative positions, operational positions, specialists and managerial positions, and also provides services to companies by recruiting qualified professionals to enter companies.

It is worth noting that Sebrae operates in Maranhão as a consulting company providing information and training for entrepreneurs who are going to get their own business. An example of this is Sebratec, which is "[...] a Sebrae product that **provides technological services for your company**. Sebraetec connects small businesses to a wide network of technological service providers that serve throughout the Brazilian territory" (SEBRAE, 2020), and also enables the dissolution of demands in the areas of Design, Production and Quality, Technological Development, and Sustainability (SEBRAE, 2020).

Currently, in view of the pandemic crisis scenario, where it is affecting the economy, Sebrae is offering online consulting aimed at micro and small companies (MEI) granting 4-hour consultancies in the areas of Financial Management, Business Legal, Accounting/Tax, Process Management, Digital Marketing, Digital Media and Innovation (SEBRAE, 2020).

Regarding the consulting company focused on the field of Librarianship in Maranhão, it is possible to identify mostly more companies aimed at standardization, such as Silver Standardization¹¹, a member of the Brazilian Association of Technical Standards (ABNT) and affiliated to the Regional Council of Librarianship 13th Region, in Maranhão Standardization. 2020); and NC Academic Consulting¹², which works with standardization services, preparation of biblioFigureic references, slides, spreadsheets, tables and Figures.

In general, consulting can be developed internally and externally. In the perspective of Oliveira (2005, p. 61) the "[...] external consultant is represented by a self-employed consultant or by a professional from a consulting firm", while the "Internal consultant is represented by an employee of the client company; which performs services for different areas of the aforementioned company" (Oliveira, 2005, p. 61). These consultancies are distinguished through the relationship that the professional has with the company, as the external consultant is represented by the objectivity and impartiality of the service provider, while the internal consultant is part of the organization's staff.

Teixeira and Coelho (2012, p. 68) corroborate Oliveira (2005) when they cite that:

⁹ Sapiens Consulting: <https://consultoriasapiens.com/index.html>

¹⁰ Labore Consultoria: <http://www.labore-ma.com.br/index.php>

¹¹ Silver Standardization: <https://www.silvernormalizacao.com.br/>

¹² NC Consulting: <http://www.findglocal.com/BR/S%C3%A3o-Lu%C3%ADs/1587965388102832/NC-Consulting-Acad%C3%A4mica>

[...] external consulting is carried out by a professional without an employment relationship (CLT) with the client company, that is, an independent professional, with academic knowledge and business experience, who acts as a facilitator of the process, without, however, exercising any direct intervention in the management of the company and/or its processes. [...] Internal consulting is developed by a professional who is part of the company's staff. It uses experience, skills and knowledge to improve the forms of relationship and implement new forms of management.

Teixeira and Coelho (2012) refer to external and internal consultants sequentially, as the professional without the Consolidation of Labor Laws (CLT) regime with the contractor, but who uses his theoretical knowledge and professional experiences to collaborate with the company, not having the freedom to execute any decision made, unless authorized. On the other hand, internal consultants know the company because they are part of the organization's work environment, and gather the knowledge learned over the years to develop efficient ways for interpersonal relationships, as well as contribute to improving the management of their activities. Block (2004) claims that internal consultants usually act by imposition, while external consultants get involved with most situations, without being influenced by the organizational environment and have more opportunities in the market.

In addition, it is necessary to define the types of consultancies to think about the product, the way of acting, and the career as a consultant. Thus, the consultancies are divided, in terms of structure, into package consulting and artisanal consulting, and in terms of their breadth into specialized consulting, total consulting, and global consulting (Oliveira, 2005), described in Table 7.

Table 7

Types of Consultancies

Classification	Types
As for its structure	Package consulting – That which is carried out through the use of strong methodological structures and administrative techniques, seeking a standardization of the consulting service, without worrying about the adequacy to the context and reality in which the client company is inserted.
	Artisanal Consulting – That which seeks to provide personalized service to the customer's problems, elaborated with fundamental methods and techniques based on models applied in similar companies. Its final result has higher quality and provides the client's independence in relation to the consulting company.
	Specialized Consulting – Operates specifically in one or a few subjects in the organization, within an area of knowledge (marketing, HR, finance, etc.), being considered the fastest growing type of consulting in recent years. Some of its advantages are: higher quality in the services provided, greater agility with lower costs and a higher degree of training of the people involved.

As for its breadth	Total Consulting – Works in practically all operations of the client company. It is the target of criticism for the fact that it often deals with various issues in a non-integrated way, gives opinions in all sectors of the company and causes waste of efforts. It is important to analyze whether the methods applied are integrated and whether there is at least one specialist for each subject.
	Globalized Consulting – One that consolidates its services in globalized companies and operates in several countries. It has a strong technological evolution, especially in IT, and operates with the objective of forming free trade fields and economic blocs that interconnect markets, especially consumer and financial markets.

Source: Adapted from Oliveira (2010).

Oliveira's (2010) statements lead to a perception that the structural aspect of consulting revolves around its structure, how services are planned, such as package consulting, which works with pre-formed services, and artisanal consulting, which seeks to offer personalized products to solve contractors' problems. The breadth aspect refers to the dimension of the services, that is, to the area of activity, such as: specialized consulting that filters a segment and works specifically in a field of knowledge, total consulting that works in general in all activities developed by the contractor; and the globalized consultancy that works with global companies and provides consultancy in which place in the world the company operates.

Regarding consulting, according to Lins (1999, p.30) it is perceived that "[...] It presents some particular aspects, such as: it is an independent, advisory service, which provides knowledge and is not as easy as one imagines", that is, it is a guidance service that requires from the consultant discipline a distanced and deep analysis of the data, involvement, impartiality and the search for solutions to problems presented by the client company. Therefore, for Oliveira (2005) there is a difference between being a consultant and being a consultant, because to remain in this profession it is necessary that the professional has the vocation and competence to provide quality work. On the other hand, "[...] for consulting to become an efficient job, it is necessary for the company to create criteria for the consultant's needs, check their background, in addition to making appropriate use of their services" (Lins, 1999, p. 34) or, better said, offer working conditions for the consultant, know their professionals and know how to extract the contracted service from them.

Among the various segments that can be worked on in consulting, marketing stands out, which acts from the perspective of meeting the needs of customers, from the creation of the business to its maintenance in the market. In this way, consulting is inserted as a way to assist in the opening of a business and in the analysis of symptoms that reflect on organizational problems with solution proposals.

Marketing has become one of the specialized areas of consulting, due to its management process, especially in what corresponds to the 4P's, which includes all the company's functions – product, price, place and promotion. For a broad understanding of marketing, in the next topic a study on the subject was developed.

5 MARKETING

Marketing is an area of great prominence in the field of Administration, because it works with a focus on the customer, covering the entire business in order to meet their needs and desires. Its effective origin dates back after the First Industrial Revolution, in the seventeenth and nineteenth centuries. which at first had its focus on the product, and with the constant changes in the market, they started to focus on the customer. Since then, this area has expanded conceptually and has undergone major transformations in its technique and application (Cobra, 2011).

Regarding the term marketing, Amaral (2007, p. 19) points out that it is a "[...] Anglicism, adopted in the Portuguese language, since there is no single word that can express the conceptual totality included in the term in English". In addition, the author points out that the union of this word corresponds to "action" and "market", that is, market in action. In this way, marketing is linked to the marketing process that involves activities such as exchange and sale.

In the view of Kotler and Keller (2012, p. 3, emphasis added) "Marketing involves the identification and satisfaction of human and social needs. One of the most succinct and best definitions of marketing is that of 'meeting needs by generating profit'". It can be seen that the emphasis given by the authors is an area concerned with the client's needs without losing sight of their financial objectives. Similarly, Kotler and Armstrong (2007, p. 4) define marketing as "[...] an administrative and social process by which individuals and organizations obtain what they need and desire through the creation and exchange of value with others [...]", where all parties benefit.

Las Casas (2010) and Cobra (2011) relate marketing to the exchange process. For Las Casas (2010, p.14) marketing is "[...] a marketing activity that was based on the concept of exchange. [...] Exchange is characterized by the offer of a product with the receipt of another benefit [...]" and Cobra (2011, p. 23) defines marketing as "[...] the process in society through which the demand for goods and services can be anticipated or encompassed and satisfied through the design, exchange, promotion, and physical distribution of goods and services." In this concept, Cobra (2011) emphasizes one of the tools of the marketing mix and the relationship established between organizations and society.

Another concept is that of McCarthy (1982) who characterizes marketing as the act of identifying the needs of customers and satisfying them, revealing that there is a marketing action of goods and services. Reinforcing this idea, Amaral (1998, p. 55) says that marketing "[...] implies perceiving the expectations, needs and desires of the market we intend to meet [...]", is thinking like the customer to meet their demands, in addition to achieving organizational objectives.

In addition, marketing can be defined according to its scope in a macro or micro nature. Macromarketing is understood as a "[...] social process that directs the flow of goods and services from producers to consumers in order to effectively balance supply and demand, and to achieve the goals of society" (McCarthy, 1982, p. 30). While micromarketing "[...] it is the execution of activities that seek to achieve the objectives of the firm, anticipating the needs of the customer and moving a flow of goods and services, which can satisfy those needs from the producer to the consumer" (McCarthy, 1982, p. 29). Both are distinguished by their breadth, while macromarketing is concerned on a larger scale with the whole of society, micromarketing focuses on the individual interests of small groups.

In order to contribute to the conceptual understanding, in a chronological way, Table 8 describes some conceptions about marketing of basic theorists in the area.

Table 8

Evolution of marketing definitions

Author	Year	Marketing Definition
American Marketing Association	1960	The performance of goods and services activities from the producer to the consumer or user.
Ohio State University	1965	The process in society by which the structure of demand for economic goods and services is anticipated or encompassed and satisfied through the design, promotion, exchange, and physical distribution of goods and services.
Kotler and Sidney Levy	1969	The concept of marketing should also cover non-profit institutions.
William Lazer	1969	"Marketing should recognize the societal dimensions, that is, take into account the changes that have occurred in social relations."
David Luck	1969	Marketing should be limited to activities that result in market transactions.
Kotler and Gerald Zaltman	1969	The creation, implementation, and control of programs calculated to influence the acceptability of social ideas and involving considerations of product planning, pricing, communication, distribution, and marketing research.
Robert Bartis	1974	If marketing is to be looked at as encompassing economic activities, perhaps marketing as it was originally conceived will soon reappear under another name.
Robert Haas	1978	It is the process of discovering and interpreting consumer needs and wants for product and service specifications, creating demand for those products and services, and continuing to expand that demand.
Robert Haas	1978	Industrial Marketing - It is the process of discovering and interpreting the needs, desires and expectations of the industrial

		consumer and the requirements for the specifications of the product and service and continuing through effective promotion, distribution, after-sales assistance to convince more and more customers to use and continue using these products and services.
Phillip Kotler	1997	It is the process of planning and executing from the conception, pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy the objectives of people and organizations.

Source: Adapted from Cobra (2011).

In view of such definitions, it is possible to understand the conceptual evolution of marketing evidenced by theorists and organizations. The first concept enunciated is from the American Marketing Association (AMA) (1960), where the emphasis was concentrated on production processes, in search of increasing products, which as a result of World War II became small. In 1965, Ohio State University considered that marketing satisfied the needs of customers through the exchange of goods and services and the application of one of its compounds: promotion and distribution. Later, Kotler and Levy (1969) outline diverse ideas about marketing by emphasizing the possibility of thinking about it for non-profit organizations. Then Lazer (1969), Luck (1969) and Kotler and Zaltman (1969) characterize marketing as a social, managerial and marketing process.

Bartis (1974) becomes a visionary when he thinks about the possibilities of new marketing nomenclatures. Currently, marketing is configured according to the needs of each organization. Haas (1978) defines marketing based on 4 (four) central perspectives: needs, desires, demands, and after-sales assistance (currently known as relationship marketing). And finally, Kotler (1997) focuses marketing based on the exchange process.

The historical scenario of marketing is conditioned by the processes of transformation of society. Corresponding to the evolution of this sector, McCarthy (1982) and Las Casas (2008) consider that it went through three "Eras": the era of production, the era of sales, and the era of marketing.

Customers were not always considered the central focus of organizations, but rather they were concerned with the production and sale of products. According to McCarthy (1982), the Production Era was a period when there were few industrialized products, and the interest was centered on production. According to Las Casas (2008), the era of production was divided into 2 (two) phases: the product and the production. The first phase predominated the thought that the product sold by itself and the second phase was marked by mass production, as a result of the First Industrial Revolution and, in this period, demand was greater than supply.

Around 1930, the Age of Selling emerged, which focused on the marketing of products to customers and intermediaries (McCarthy, 1982). For Las Casas (2008), the Selling Era

was the one in which regardless of whether the customer needed the product or not, the seller should sell it at all costs, in which organizations adopted aggressive techniques for the sale of these products in order to move inventory.

And years later, in 1950, a new era begins, the era of marketing. At first, it was only as a department of the company that defined the short-term policy planning to compile the organization's activities, and was also in charge of advertising, research and other activities related to sales. Then, all their actions were fully centered on the client, seeking to meet their needs, desires and expectations (McCarthy, 1982; Las Casas, 2008).

In other words, Kotler, Kartajaya and Setiawan (2012) represent the eras of production, sales, marketing and relationship, respectively as: marketing 1.0, 2.0 and 3.0. In addition to introducing marketing 4.0, which revolves around the digital age. Table 9 shows a comparison between marketing 1.0, 2.0, 3.0, 4.0, 5.0 and 6.0.

Table 9

Comparison between marketing 1.0, 2.0, 3.0, 4.0, 5.0 and 6.0

Variables	Marketing 1.0 Product-Centric Marketing	Marketing 2.0 Consumer-facing marketing	Marketing 3.0 Value-driven marketing	Marketing 4.0, 5.0 and 6.0 Digital-Driven Marketing
Objective	Sell Products	Satisfying and retaining consumers	Making the world a better place	Making the world better by connecting people from the digital age; focus on artificial intelligence and personalized experience, with the emergence of interactive actions, concern with data privacy, and process automation to increase efficiency. Fusion between advanced technology and the human factor , with a focus on more immersive experiences capable of generating an emotional connection.
Driving forces	Industrial Revolution	Information Technology	New wave of technology	It was digital, social networks and Google.
How companies see the market	Mass Buyers with Physical Needs	Smart consumer, endowed with heart and mind	A full human being, with heart, mind and spirit	Digital human being who influences and is influenced
Marketing Concept	Product Development	Differentiation	Values	Joining the traditional and the digital
Company Marketing Guidelines	Product Specification	Product and company positioning	Company Mission, Vision & Values	Focus on the customer, on their behaviors, through technology.

Value Proposition	Functional	Functional and emotional	Functional, emotional and spiritual	Functional, emotional, spiritual, and digital
Interactions with consumers	One-to-one transaction	One-to-one relationship	One-to-one collaboration	They influence and are influenced

Source: Adapted from Kotler, Kartajaya and Setiawan (2025, p. 6).

With regard to marketing 1.0, it can be considered as the "Age of Products" originated in the First Industrial Revolution, which aimed at the massive production of products, as well as the reduction of costs and prices. In marketing 2.0, it is the moment when the customer realizes its value and importance to organizations, becoming more demanding and concerned with brands, price and product quality. Marketing 3.0 is worked with a focus on making the customer feel good in mind, heart and spirit, satisfying human needs linked to a sustainable and social perspective, that is, providing what the customer wants without harming the environment and contributing in a certain way to the resolution of social problems. One thinks, then, of social marketing, which according to Kotler (1978) is that carried out in favor of social causes, for example, demonstrations in defense of health, education, and even political campaigns.

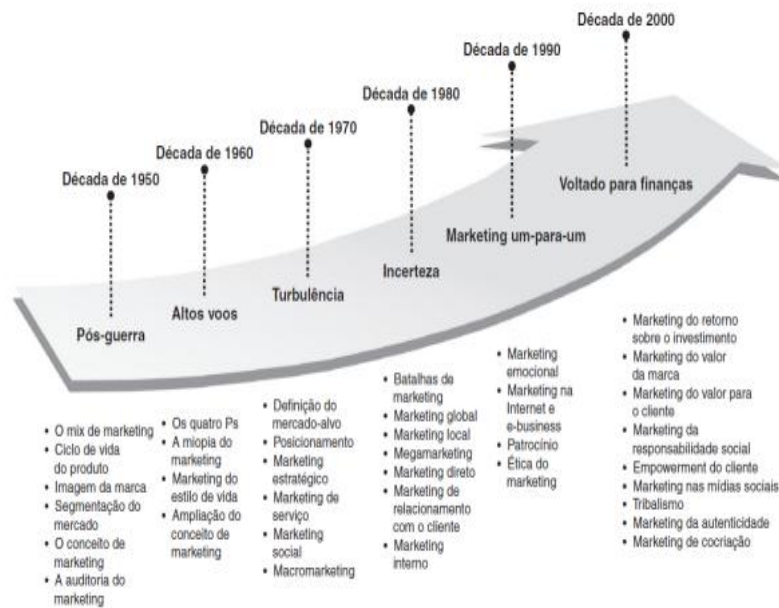
When it comes to marketing 4.0, it is the phase in which consumers, in addition to using the product, want to post about it. The use of digital technologies is predominant, where behavior patterns are shaped through the digital environment. The process of social inclusion is developed, in the approximation and interaction of people from different cultures.

A new tool that marketing has used to reach customers occurs through social media. For Kotler, Kartajaya and Setiawan (2012, p. 9), "As social media becomes increasingly expressive, consumers will increasingly be able to influence other consumers with their opinions and experiences [...]"element. This statement has become a reality in recent years since 2015, with the new wave of digital influencers, people have inspired people and worked with the sharing and dissemination of the brands of large organizations.

Based on this evolution , Kotler, Kartajaya and Setiawan (2012, p. 29) argue that, "[...] Marketing concepts evolved from a product management focus of the 1950s and 1960s to a focus on customer management in the 1970s and 1980s. Then they evolved further and added the discipline of brand management in the 1990s to 2000s." And so, the authors ground marketing in three disciplines: product management, customer management, and brand management. Figure 4 shows the conceptual evolution of marketing between the years 1950 and 2000.

Figure 4

The evolution of marketing concepts



Source: Kotler, Kartajaya and Setiawan (2012, p. 32).

It is understood that in the 1950s and 1960s the concept of Mix marketing was introduced. Mix Marketing is one of the most worked concepts in the area, since it revolves around activities that permeate the organization in the market. In terms of nomenclature, it can be known as: Marketing Compound, or titled by McCarthy (1982, p. 54) as 4P, which revolve around 4 (four) basic tools: product, price, place and promotion. As for the 1970s to 1980s, they mark a period where people began to interact through technologies, which brought customers even closer and made it possible to exchange information about the product. In this context, concepts of emotional, experiential marketing and brand value emerge. And, in turn, between the years 1990 and 2000, marketing concepts evolved to the point of reaching not only the minds of customers, but their hearts (Oliveira, 2013).

It is possible to say that marketing has been reinventing itself, improving and transforming itself according to the society in which it is inserted, in the evolution of social discourses and in a closer look at the needs of customers. The great leap that this area has taken, in shifting its focus from the product to the customer, has contributed to the emergence of new techniques, tools and marketing strategies that aim to reach the customer in different spaces.

In short, Oliveira (1985, p. 139) points out that:

There is a very important difference between that organization that approaches marketing starting with the product and then uses advertising to "sell" this product and

the one that starts the process by analyzing and identifying the behavior and needs of the various market segments, and from this data, develops a product/service specifically to solve problems and satisfy these needs that have been previously detected.

In this context, the author refers to organizations in terms of their type of orientation, citing sales and marketing orientation. In the sales orientation "[...] its objective is to sell what it manufactures, instead of manufacturing what the market wants" (Kotler, 2000, p. 40). Regarding the marketing orientation, it incorporates "[...] an outside-in perspective. It starts with a well-defined market, focuses on the needs of customers, coordinates all the activities that will affect them, and produces profits by satisfying them." This orientation focuses on the target market, customer needs, integrated marketing and profitability (Kotler, 2000).

For Amaral (1998, p.59) "The function of marketing is its generic task, that is, the set of techniques developed in the management process, including planning, organization, direction and control, which is called marketing management. [...]". According to Kotler (1998, p. 32) marketing management is "[...] the process of planning and executing the design, pricing, promotion, and distribution of ideas, goods, and services to create exchanges that satisfy individual and organizational goals." These are theoretical and practical steps that revolve around the marketing mix to meet the demands of both customers and the company.

The marketing management process consists of 5 (five) steps: Market Research (PM); Segmentation, Target Audience Definition and Positioning (SDP); Mix Marketing or the 4P's (MM); Implementation (I); Control (C) (Kotler, 1999).

Regarding **Market Research**, Kotler (1999, p. 47) states that "[...] Research is the starting point for marketing. Without it, an organization enters a market blindly [...]". It is the primary stage of marketing, where the analysis of the market in which the company is inserted is carried out, in order to know not only the internal variables, but also the external variables that can influence the development of the organization, whether positively or negatively. In this sense, Gomes (2013) clarifies that the more information the company obtains from its customers, suppliers and competitors, the better its performance will be.

Based on this, Gomes (2013, p. 14) highlights 9 (nine) steps to be applied in the market research stage, as shown in Table 10.

Table 10

Stages of market research

Step	Objective
Definition of the target audience and objectives of the research	it delimits the public to whom the research and the establishment of what is intended to be achieved will be intended
Definition of data collection	carries out the survey of information that will serve for the research
Definition of the primary data search method	type of research that will be worked on
Sample Definition	Measure the size of the audience to be surveyed
Elaboration of research instruments	Use of forms for the collection of true information
Application of the research	Putting research into action
Data tabulation	Gather and group data
Preparation of the final report	Analysis of the survey based on the information collected
Decision making	Cognitive process that will be carried out at the end of the research so that fair decisions can be made

Source: Adapted from Gomes (2013).

Therefore, for Gomes (2013) research must be carried out, because even if it is in the long term it will bring results. And it is necessary to know and know how to manage the information obtained, so that it can ensure the permanence and expansion of organizations through decision-making.

The second step of marketing management refers to **Segmentation, Target Audience Definition and Positioning**. **Segmentation** consists of "[...] a subdivision of a company's global market into the most homogeneous portions possible, in order to formulate marketing strategies" (Cobra, 2011, p. 71), that is, the market is a macro environment that covers all segments, however, it is necessary for the organization to fragment its performance by choosing a specific niche of work so that it can invest in the right customer. Las Casas (2008) summarizes the process of implementing market segmentation in 3 (three) phases: identifying and defining profiles of certain groups of potential customers, who are interested in some specific type of segment; select the types of segments; and to determine and disseminate the quality of the product in the market.

Converging with this thought, Cobra and Franceschini (2012) argue that these 3 (three) phases seek to bring together people with similar needs, preferences and desires, establish interaction with the target segment and direct the product to the target market in order to show the customer that it meets their needs. For Cobra and Franceschini (2012),

market segmentation occurs in several ways, such as: by price, quality, location, age, among others. Therefore, the segmentation can be:

- A) GeoFigureic Segmentation - division by neighborhoods, cities, municipalities, states, regions, countries...;
- B) DemoFigureic Segmentation - age and life cycle, sex, income, occupation, education level, religion, race and nationality;
- C) PsychoFigureic Segmentation - social class, lifestyle, personality;
- D) Behavioral Segmentation - occasions (occasion in which one has the idea, in which one buys or uses the product), search for benefits (desired benefits of a class of products, people who want them and brands that contain them), usage rate (small, medium and large users), degree of loyalty (loyal to brands, stores, companies or no loyalty), aptitude stage (they are unaware of the product or want to buy it), attitude (enthusiastic, positive, indifferent, negative, hostile);
- E) Multi-attribute segmentation – use of two or more demoFigureic variables (geodemoFigureic) (Cobra; Franceschini, 2012, p. 26).

It can be seen that for each segment there are variables that differentiate customers and define the type of product to be offered, and that many of them are linked to social, cultural, political and economic elements that guide society and differentiate the groups inserted in it.

Regarding the **definition of the target audience**, Gomes (2013, p. 25) argues that "[...] It means identifying a particular segment or segments of the population you want to serve. [...]", while the organization characterizes the segment it will operate in, it manages to establish the right customer for whom its products will be destined. The definition of the target audience is conditioned to the delimitation of the segment. However, Marinho (2013) highlights that in the identification of the target audience it is essential that people have specific characteristics of the variables presented in the segments and not only be interested in the product.

Positioning is also **added**, which Kotler (1999, p. 48) defines as "[...] the effort to implant the key benefit(s) and differentiation in the minds of customers", that is, the image it seeks to convey to its customers. In another definition, positioning is considered as "[...] the company will organize itself, and position itself to operate in the market" (Rocha; Platt, 2015, p. 153), which is directly linked to the stages of segmentation and definition of the target audience. Las Casas (2008) considers that in order to achieve the objective of positioning, which is to keep the product in a prominent position in the customer's mind, it is necessary to sum up the actions carried out through marketing.

The Marketing Mix or 4P "[...] determine the strategies and marketing actions that seek to meet what consumers need and desire" (Lima, 2015, p. 24), that is, it is a whole process that involves everything from the creation, establishment, distribution and dissemination of the product in order to meet the needs of customers.

In this way, Kotler (1998, p. 90) conceptualizes Mix marketing as "[...] the set of controllable variables that the company can use to influence consumer responses". Through this Compound, companies have the power to persuade the customer to obtain the product. In another work, Kotler and Armstrong (2007, p. 42) define Mix Marketing as "[...] the set of tactical, controllable marketing tools that the company combines to produce the response it wants in the target market." It is understood that to reach the target audience, it is necessary for marketing tools to work in synergy, so that they achieve the objectives and goals set.

With regard to the 4P's, referring to Product, Price, Place and Promotion, it is clear that each P represents a different function and definitions, but that they must work in harmony for the company to succeed in the market.

In this Compound, the first variable to be worked on is the **Product**. In relation to this element, Chiavenato (2007) considers it as the process of creation and development according to the needs of customers. Madruga *et al.* (2004) consider the product as the main component of the marketing strategy, since it goes far beyond a physical good and also seeks to satisfy the needs of its customers, providing comfort, prestige and security. Services also fit into this regard.

For Kotler (1999, p. 126) "The basis of any business is a product or service [...]", so the organization must be concerned with offering the best so that it can be a differential in the market. In turn, Cobra (2011) presents some requirements that the product must have: Quality and standardization, in terms of its characteristics, operation and finishes; models and sizes, which satisfy the wishes of customers; and configuration, referring to physical sampling, packaging, branding and service.

The second variable is **the Price**. According to Madruga *et al.* (2004) price is directly related to the conception of quality, prestige and image. In addition, Chiavenato (2007) reveals that the price determination must be made based on the market and its competitors.

The third variable is the **Square**, which corresponds to the distribution. Madruga *et al.* (2004) characterizes it as an onerous activity for the organization, as well as one of the most important, and that distribution is related to marketing channels (which are the means by which the movement of products, resources and information between the company and its customers is made). The square is called by Cobra (2011) by "point", it is a relevant

component for the product because it positions it in the market, as Chiavenato (2007) defends it is the place where the product will be established in the market.

The last variable is **Promotion**, which can occur in two ways: mass or specific consumers, so the approach aimed at these groups must be different. In mass promotion, advertising, sales promotion and public relations occur, and in promotion aimed at specific consumers, personal sales are made (Madruga *et al.*, 2004). Cobra (2011) shares this same idea and even adds merchandising.

In turn, Chiavenato (2007) conceptualizes in a unique way terms such as advertising and merchandising that are linked to promotion. Chiavenato (2007, p. 203) defines promotion as "[...] planning and development of promotional events", advertising being the "[...] dissemination through advertising campaigns" and merchandising such as "[...] presentation and disposition of the merchandise at the point of sale". Promotion is a component of communication between the company and the customer, which goes far beyond publicity, and which has advertising and merchandising as other ways to promote the service or product.

Implementation inserted in the Marketing Management process is a stage that encompasses product creation, price determination, distribution and promotion. It is the set of the marketing mix in the execution phase, which requires a lot of attention so that it does not escape from its objectives and the promises offered to the customer (Kotler, 1999).

Control, in turn, is the final step in the process. According to Kotler (1999), for companies to be successful, they must not tire of learning and always be monitoring all the steps implemented, through audits, evaluation of results, always correct something that does not present the planned performance, and always be vigilant for the functioning of Mix Marketing.

It is understood that the marketing process is a chain formed by variables that are related to each other, and must be worked on collaboratively. In addition, this process centralizes its focus on the market and target audience, developing strategies that enable the satisfaction of its customers and the objective of selling the product.

In view of this, the application of marketing requires planning. For Kotler (2003, p. 174) "The company needs vision, vision requires strategy, strategy requires plans and plans need action". Hence the importance of the marketing plan "[...] represented by a document, which brings the main actions and activities to be developed to ensure the achievement of the objectives and goals of the marketing area [...] it is important to highlight that the marketing plan must be aligned with the company's strategic planning" (Stecca; Ávila, 2015, p. 79).

Conceptually, the marketing plan is "[...] the result of the process of organizing all the considerations and tasks required to market a product or service in an effective and orderly way in a logical flow", that is, it is a tool that contains all the information regarding the market, objectives and goals to be achieved by the company and methods of execution and control of its activities (Amaral, 2004, p. 25). The composition of the sections of the Marketing Plan will be explained in Table 11

Table 11

Sections of the Marketing Plan

Sections of a Marketing Plan	
Executive summary and summary	Provides a quick overview of the proposed plan
Situation analysis	It presents the relevant historical data regarding sales, costs, profits, market, competitors and the various forces that act in the macroenvironment.
Marketing Strategy	It defines the mission, marketing objectives, financial objectives, and needs that the product offered must satisfy, as well as its competitive positioning.
Financial Projections	They include sales and expense forecasting and a break-even analysis. On the revenue side, they show the sales volume forecast by month and by product category. On the expense side, they show the forecast of marketing costs broken down into categories. The break-even analysis estimates how many units should be sold on a monthly basis to offset the monthly fixed costs and average variable costs per unit.
Controls	The last section of the marketing plan outlines the controls to monitor and adjust your implementation. Goals and budget are specified in detail for each month or quarter, so that senior management can analyze the results each period and take appropriate corrective actions.

Source: Adapted from Kotler and Keller (2012).

The main function of the marketing plan is to "[...] provide solid information for strategic planning; identify strengths and weaknesses; analyze the competition; seek opportunities not yet explored; collaborate for the efficiency of processes; analyze alternative strategies; and provide a work plan" (Stecca; Ávila, 2015, p. 80). And so, the marketing plan contributes to the development of new products, resolution of problems related to the 4P's, establishment of guidelines for the application of activities in a coordinated manner, in order to achieve the stipulated objectives and goals and consequently customer satisfaction.

In view of all that has been discussed about marketing, it is also worth stating that "[...] Marketing is not, nor does it mean simply selling, nor is it limited only to dissemination or advertising. Their actions do not start with the product and services, they start with the customer [...]" (Amaral, 2007, p. 20). According to Amaral (2007), marketing is concerned with the interests and needs of its customers, and goes far beyond the practice of commercialization, its techniques can be applied in any organization, even non-profit

organizations. In this way, marketing in libraries is explained, aiming at its application and contribution to these institutions that do not aim at pecuniary profit.

6 MARKETING IN LIBRARIES

Marketing since its genesis has been linked to the commercialization process. The evolution resulting from the transformation of the market contributed to the emergence of new techniques and strategies that achieved customer satisfaction, and, above all, the sale of products to obtain profits. Therefore, the application of marketing has always been conditioned to for-profit organizations.

However, Table 4, cited above, describes the conceptual evolution of marketing and demonstrates the interest of Kotler and Levy (1969) in extending its concept to non-profit institutions. Thus, Amaral (1998, p. 68) points out that "[...] the transposition of a conceptual system from the sector that aims at profit to the non-profit sector represents a challenge for information units and other information units, as well as librarians [...]", that is, the challenge is to think about how marketing can be implemented in libraries, an institution that does not aim at the capitalist market.

However, to reflect on the application of marketing in these environments, it is necessary to understand that marketing does not mean only sales, but "[...] it is related to the development of products and services and to their communication to the potential market in the expectation of changing and/or influencing their behavior" (Oliveira, 1985, p. 137). Therefore, libraries can use marketing to their advantage, to keep real customers and attract potential customers. In view of this, Silveira (1987, p. 7) argues that:

Libraries that aim to awaken, provoke or guarantee exchanges of information where it does not exist and stimulate exchanges where they already exist, that is, to sensitize the potential user to make him a beneficiary of the system and encourage consumption by effective users — are developing a marketing function, whether they know it or not.

Even though they are used unconsciously, many libraries carry out marketing activities, when they carry out the study of the customer with the objective of bringing together both the real and the potential customer and take into account the social, demographic aspects and the needs of customers for the development of new services. However, "[...] when used consciously and skillfully, marketing can keep the library in a visible and relevant position" (Conroy, 1987, p. 23).

Some authors such as Edinger (1987), Conroy (1987), Wood (1987) and Baptista (1988) believe that there are several reasons for marketing to be applied in these institutions. In Edinger's conception (1987, p. 107) there are 2 (two) reasons, the first is to "[...] improve

the satisfaction of your potential users" and "[...] The second reason librarians begin to actively engage their library services with marketing is the emphasis placed on accountability in today's nonprofits [...]" (Edinger, 1987, p. 108), since libraries are administratively subordinated to sponsoring institutions.

In this regard, Baptista (1988, p. 99) lists some factors that justify the application of marketing in these institutions, such as:

- I. Provides a set of widely tested techniques and instruments to identify the needs, desires and preferences of the user;
- II. It forces a questioning of the library's relationship with its audience;
- III. It favors the exchange relationship (bilateral relationship), making the library offer products based on the needs of users and obtain, through use, recognition for its work;
- IV. It encourages communication, valid mainly for non-users, making the library staff leave their traditional immobility;
- V. It causes greater acceptance of the library, attracting new resources, to the extent that the library is seen as a fundamental piece for user satisfaction.

Therefore, marketing promotes the interaction between the library and the customer, as well as seeks to identify and meet their informational needs. And, in addition, "[...] helps librarians and information personnel to improve their reputation, both within institutions and as a profession within society [...]" (Wood, 1987, p. 173). That said, the application of these techniques brings benefits to all participatory agents in this process, that is, to the client in meeting his informational demands and to the librarian in building his image as a professional outside and inside the library.

However, for Oliveira (1985) some consider that marketing cannot be developed in non-profit organizations because it is based on the concept of exchange. But for Silveira (1987) this action brings benefits to both the library and the user. Therefore, the author points out that it brings advantages:

For the user, by the systematic obtaining of information at the desired level, which leads to a continuous development in their activities. For the library, in the sense of the professional valorization of its human resources, the allocation of greater financial resources to meet the demand of users, the achievement of an ideal standard of service compatible with the market and the achievement of the objectives of the maintaining organization (Silveira, 1987, p. 7).

It is understood that the exchange process that marketing promotes between the library and the customer is not directly related to the capture of financial profits, but to the

intangible value attributed to the supply of informational demands by customers, to the recognition of this service, to the image of the librarian, and to the fulfillment of the library's role in relation to the objectives stipulated hierarchically by the sponsoring organizations.

In general, in order for marketing to be applied in libraries, it is essential to identify its type of orientation. The administration of libraries can be oriented in 2 (two) ways: for the product or for marketing. Thus, Table 12 discusses the differences between both orientations.

Table 12

Differences between product-oriented and marketing-oriented library administration

Bottom line	Product orientation	Marketing Guidance
Library attitude towards patrons	Focuses on the generation of product/service information	Adjusts to users' informational needs
Focus on users	Waits for user requests	Anticipates by bringing information to users'
Relationship with users	Instrumental (as soon as possible)	Open relationship and availability in auxiliary
Deadline for obtaining the product/service	Depends on processing and procurement	Depends on users' activities
Product/Service Offering	Limited to what is found on the subject	Open to the outside world and according to the specific focus
Innovation	Aimed at reducing production costs	Allows for better service to users
Attitude towards products and services	The library offers only what it produces	The library strives to produce what it should offer
Information needs assessment	Mostly limited to printed documents	Broad and multivariate information
Product/service feedback	Mainly due to operational efficiency	Mainly due to the effectiveness in relation to users

Source: Sarvad (apud Amaral, 1998, p. 99).

In view of this, it can be seen that both orientations differ where their efforts are centered: on the product (product orientation) or on the user (marketing orientation). For Oliveira (1985, p. 139, emphasis added), product orientation is a process where "[...] the products are developed and then 'sold' [...]". Making the analogy for the library environment, they are those services and products created and then offered to customers without even analyzing their usefulness to them. Regarding marketing orientation:

[...] the organization first identifies the needs of the segments of its target market, creates products/services to satisfy these needs, and uses advertising and promotion to communicate to this segment the capacity that its product has to satisfy those desires and desires (Oliveira, 1985, p. 139).

Marketing orientation is the one where all the functions of marketing management are used in order to study customers, identify their demands and develop actions for service.

In addition to the orientation towards the product, Andreasen (1987) emphasizes the orientation focused on production, where it means "[...] design better information systems, better journal retrieval processes, provide more attractive environments, faster loans, better parking conditions, etc. [...]" (Andreasen, 1987, p. 40). This type of guidance seeks to develop better products at a lower cost.

Regarding the practice of applying marketing in libraries, methodologically, it occurs through:

[...] analysis of the problem, investigating everything that may be preventing a better relationship between the library and its audience. Then, the environment is evaluated, identifying the target market, competitors, the library's positioning in relation to other similar institutions and the organization's objectives. Finally, based on a careful analysis of the user's needs and desires, decisions are made about the product, how it will be promoted, valued and distributed (Baptista, 1988, p. 100).

All these elements pointed out by Baptista (1988) basically correspond to marketing management. In the context of libraries "[...] marketing management directs, therefore, the decisions of librarians regarding the quality and quantity of products and services, the guidelines of the price policy, the points and channels of distribution and the forms of promotion" (Silveira, 1987, p. 8), in addition to having contact with the external environment, in order to attract it to the use of information.

In this way, elements of marketing management are addressed, which can be developed in libraries in their application process.

6.1 MARKETING ADMINISTRATION IN LIBRARIES

Considerations about market analysis, market segmentation, positioning and Mix Marketing are presented.

6.1.1 Market Analysis

In libraries, market analysis can be carried out in order to identify in a concrete way who are the real and potential customers, as well as to assess

[...] the existence of different levels of interests and information needs among consumers, according to their own individual differences in age, sex, professional training, place of residence or other personal characteristics of psychological or sociological origin ... (Amaral, 1998, p. 101).

And, such information leads to market segmentation.

6.1.2 Market Segmentation

Market segmentation consists of filtering out different customers with similar tastes and needs. For Oliveira (1985, p. 141), "[...] the segmentation of the market into libraries offers a perspective to identify and serve the library's audience more effectively", that is, it is through the segmentation carried out based on some variables that these institutions get to know who their customers are and fragment their target audience to develop products and services that meet their needs.

In this way, libraries can perform market segmentation through variables such as the 4 (four) outlined below: **demoFigureic**, which refers to the study of some population factors of customers such as age, color, race, nationality, religion, etc.; **geoFigureic**, which seeks to identify the location of its users; **psychoFigureic**, which consists of evaluating the lifestyle, attitudes, personality and social class of customers; and **behaviorist**, focused on the behavioral analysis of the customer, where it can define who are the customers who frequent, have attended and can still attend (Mathews, 1987).

Oliveira (1985, p. 140) points out that "Libraries work under the principle of serving 100% of the population 100% of the time [...]", that is, they seek to serve all customers most of the time, which becomes a little unfeasible, because for Mathews (1987) libraries are not able to serve all their members. Hence the need for segmentation, which will form groups with similar needs for the use of the correct marketing techniques.

Still at this stage, there are 3 (three) types of marketing that can be practiced by libraries, which are: a) mass or undifferentiated marketing, according to Mathews (1987) is the one where only one offer is used to serve all audiences, considering that all its customers (real or potential) have the same tastes and needs. For Kotler (1978), undifferentiated marketing does not make use of market segmentation, seeking to serve all customers by generalizing their needs; b) concentrated marketing, for Mathews (1987, p. 90) means "[...] concentrate all its efforts on a specific segment, serving this group particularly well [...]"; and c) differentiated marketing, according to Kotler (1978) is the one where it operates in more than one or two segments, which uses different marketing strategies and develops the appropriate products and services for each audience.

6.1.3 Positioning

After the segmentation phase, the positioning stage begins, which is nothing more than "[...] the perception of the position that the library occupies among the range of competitors for community support. It is an understanding of how the target market sees the product and placing itself in the market promoting its advantages in relation to competitors"

(Oliveira, 1985, p. 144), or rather, it is the phase of communication and interaction with the public in order to understand the way the library is seen by customers

6.1.4 The 4P's of library marketing

With all the elements developed, a new tool emerges to be applied, the Mix marketing, popularly known as 4P, corresponding to the variables of product, price, place and promotion, listed below.

6.1.4.1 Product

One of the first variables to be worked on is that of the product, where "[...] it is through this that an organization defines 'how' the detected needs and desires of a user should be satisfied [...]" (Oliveira, 1985, p. 142, emphasis added), that is, there are several benefits brought together in a tangible or intangible way that are used to meet the informational needs of customers.

In general, Mathews (1987) objectively describes the products made available by libraries, subdividing them into three categories: a) materials, which include books, non-book material and audiovisual material; b) the sources, such as the reference service, the library's regulations, among others; and, c) animation programs, such as films and exhibitions.

The product must be updated according to the needs of its audience, so libraries must be aware if the product/service is achieving its objectives, which is to meet the informational needs of customers.

6.1.4.2 Price

When you define the product, you must assign a price to it. When it comes to libraries, this is one of the most difficult elements to be developed, since these institutions do not aim at profitable gains. Therefore, "[...] it is necessary to establish an adequate price, verifying the opinion of users to determine the different cost levels" (Oliveira, 1985, p. 143). From another perspective, the price can be attributed to the emotional value, both for the customer and for the library in terms of good service and sanitation of needs, which generates interaction between the parties.

Other types of values associated with the price of libraries come from Scientific Capital, which according to Bourdieu (2004, p. 26) "[...] consists of the recognition (or credit) attributed by the set of peer-competitors within the scientific field"; of the Cultural Capital that used to indicate[...]all the ways in which culture reflects or acts on the living conditions of individuals[...] (Silva, 1995, p. 25). And Symbolic Capital, which is nothing more than "[...] an

effect of the distribution of other forms of capital in terms of recognition or social value is "power attributed to those who have obtained sufficient recognition to be able to impose recognition" (Bourdieu, 1987, p. 164).

6.1.4.3 Square

The place or distribution point concerns the way the product will be moved, how this product will reach the customer. In relation to libraries, "[...] It is the point of contact between the product and the consumer. It can be the library building itself, an electronic medium, a personal contact, a manual information retrieval system, etc. [...]" (Oliveira, 1985, p. 143). It can be considered as the point of intersection between the customer and the product, whether in the physical or virtual environment.

6.1.4.4 Promotion

After the product and the price and location are defined, it is necessary to create strategies to make it known to the public, through promotion. Oliveira (1985) subdivides this stage into five areas: personal contact; advertising; advertising; incentives and the environment. At this stage, "[...] the library tries to convince the segment that its product has a greater capacity to satisfy its needs than the products of other organizations" (Oliveira, 1985, p. 143). It is the time for the institution to promote the product/service, demonstrating its importance and its differential.

In view of all the variables presented, it is apprehended that products and services must correspond to the needs and expectations of the market; their price is related to cost, demands and competition; promotion is a way of informing its product/service to the public; and the square is where the organization is set, making it accessible to the market and the target audience (Amaral, 1990).

In accordance with what was discussed about the 4P's of marketing in libraries, Table 13 makes a comparison between for-profit and non-profit organizations related to Mix Marketing.

Table 13*Marketing Mix in Purposeful and Non-Purpose Organizations Profitable*

Marketing Compound (4P)	Comments
Product	Everything that is offered in a consumer market for the consumption and/or satisfaction of a need. It may or may not be material, but it must meet a demand. It exists in all types of organizations, for-profit or non-profit. Demand comes from consumers or users of the products and services that organizations provide.
Price	For-profit organizations - the formation of the price of the product or service considers the following factors: how much the consumer is willing to pay and how much the organization wants to receive in return for production. Managed conflicts consist of discovering and implementing the highest price that the consumer market accepts, maximizing its profitability, since its concern is the production of products and/or services to obtain profits. Non-profit organizations – the price also exists and should not be overlooked. However, in these organizations, the formation of the price of the product or service considers other factors. In addition to the cost to produce the product or service and the degree of essentiality of this product or service for the consumer, it is necessary to find the lowest possible price for the consumer, which can guarantee the sustainability of the organization, so that it reaches the largest number of consumers with the best possible quality.
Square (distribution)	The concern is similar in both types of organizations. The distribution and availability of the product can make a for-profit business unfeasible , or make it extremely advantageous. In non-profit organizations , efficient distribution is a factor that influences the productivity of the organization and the quality of the services provided by it.
Promotion	Promotion is an important activity in all types of organizations, but it has a greater presence in for-profit organizations due to resistance in non-profit organizations. But what's the point of offering a product and it doesn't reach your customers or users. Of course, the care with promotion is different in the types of organization. In for-profit companies, promotion is justified when the profits and sales increases generated by the promotion exceed the investment spent. In non-profit organizations , promotion must exist, but with the concern that promotion costs are not so high, generating an increase in the prices of products and services offered by the organization, to the point of reducing consumption by consumers, which would normally decrease the overall social profit by the organization.

Source: Adapted from Amaral (2007).

In this comparison, it can be seen that some elements converge between the organizations such as the product and the market, because the product is the input that meets the market's desires and the market is the means by which this product will be taken to customers. Price and promotion differ by the amount of value, while organizations seek to define the highest price accepted by the public, non-profit organizations seek the opposite, the lowest cost for their customers, allocating these resources to the organization itself.

Due to all these forms of application of marketing in libraries, it is important to highlight the insertion of marketing linked to a social perspective, in which "[...] it can be linked to the benefit achieved by the satisfaction of the user or consumer, obtained with his social well-being" (Amaral, 1998, p. 67). It is a marketing that goes far beyond the consumption of information, but is related to the change in attitude and behavior of these customers.

The evolution of marketing, which has its techniques and strategies shaped according to the context of society and the arrival of new information technologies, have contributed to the emergence of a new trend: digital marketing, which through the internet, promotes its products with a greater reach and enables interaction with its consumers. Libraries, in turn, must follow such changes and mold themselves to these spaces, not as a way to exhaust physical libraries, but to extend their products in order to promote them, gain visibility and conquer this new audience.

Conceptually, digital marketing is "[...] the set of marketing actions intermediated by electronic channels, such as the internet, in which the customer controls the amount and type of information received" (Limeira, 2010, p. 10). Electronic channels refer to the social media that organizations use as a tool to promote products, a channel for bringing institutions and customers closer together, and a way to be present in the daily lives of the target audience to identify their needs and bring the solution to them.

Finally, marketing is extremely important, because "[...] it is one of the ways that can provide strategies for libraries to promote their spaces of action and innovate their products and services, always seeking to satisfy and prioritize the needs and informational needs of the interagents" (Gulka; Lucas; Corrêa, 2018, p. 63).

It is necessary to emphasize that marketing is not the cure for all library problems, but "[...] can contribute significantly to its success, as the services traditionally offered by libraries in an archaic and outdated way, are seen through the lens of marketing with a different and new perspective" (Oliveira, 1985, p. 145), helping the librarian to get out of his comfort zone, in order to question problems and seek solutions so that some realities are transformed.

Therefore, the next section will present the design of a consulting firm to contribute to libraries in the application of marketing, with a view to promoting change and proactivity in these organizations.

7 THE CREATION OF A CONSULTANCY

To create a consultancy, it is necessary, like any other business, to follow legal procedures that aim at its legitimacy. Thus, in this section the main elements for opening a business will be addressed, as well as the legal and bureaucratic requirements. In addition, some aspects to be worked on by the library marketing consultancy and the details of the proposed services will be considered.

According to Bernardi (2008, p. 8) the idea of an enterprise is born in several ways:

[...] the observation, perception and analysis of activities, needs, trends and developments, in culture, society, social and consumption habits, or even as a natural development of an existing business. Opportunities detected or visualized, rationally or intuitively, of probable current and future needs and demands, and unmet needs [...]

It can be seen, then, that there are several ways in which ideas come and are interconnected to everyday life. Therefore, there is not necessarily a basic rule for this to happen, but it requires an attentive and insightful look at the context inserted by the entrepreneur so that he can capture the ideas of creating a new business.

Therefore, more and more entrepreneurs have emerged in the market, entering and adding innovative ideas, which in a way, contributes to the economic growth of the country and to "[...] the social development of communities and citizens, regardless of the area in which it is implemented, contributing to the quality of life, social and cultural responsibility and promoting citizenship" (Spudeit; Magdalene; Laurindo; Duarte, 2016, p. 679). However, the activity of opening and maintaining a company in the market is not an easy task, it is not enough just ideas, planned actions are needed.

Given this, an important step to be taken in the process of creating a company is the development of a business plan. In general, the business plan includes the description of some variables (objective, strategies, time and cost) as a way to identify the viability of the business, minimize risks and keep it in the market; where "[...] through it it is possible to make a pro-analysis of the data necessary for its implementation, it will clearly and objectively demonstrate all the need for planning the new company and even how it will behave" (Xavier, 2018, p. 12).

In this sense, after defining the idea of the business to be worked on, it is valid to point out as the first element for opening an enterprise, the preparation of a business plan that will guide the entrepreneur in the progress of the other steps that are part of this process.

Table 13 presents a business plan model proposed by Bernardi (2008), composed of 8 (eight) parts, which includes the analysis of the parts that involve the company.

Table 14

Business Plan Template

Business Plan Template	
Part I – Concept of the Idea and the Business (Executive Summary)	I.Positioning
I.Nature of the business	I.Product or Service
I.Previous skills to have chosen the branch, the product and the service	I.Competition
I.Business vision	I.Strategies
I.Legal and tax aspects for the operation of the company	I.Commercialization
I.Operation Form	Part IV – Products and services
I.Location and coverage or scope	I.Product or Service Description
I.Market and potential customer insight	I.Technological internship
I.Finance	I.Research and development
Part II – Organization and Structure	Part V – Operations
I.Legal structure of the business	I.Operational FlowTable
Corporate form and legal aspects of the structure	I.Production and service capacity
I.Proposed organizational Table and description	I.Vendors and Third Parties
Roles and Positions and Responsibilities	I.Systems
I.Description and experience of key executives	Part VI – Resources Needed
Summarized curriculum and experiences relevant to the proposed business	I.Fixed investments
Personal profile with motivations, ambitions and other data relevant to the business	I.Variable investments
Motivations for taking on the project	I.Costs and expenses arising from the implementation
I.Organizational environment	Part VII – Economic and Financial Planning
Type of culture and environment	I.Planning assumptions
Personnel policies	I.Projection of economic results
I.Competency analysis and assessment	I.Projection of the equity situation
Strengths and weaknesses	I.Cash Flow Projection
Needs for improvement	I.Analysis of return and economic viability
Part III – Strategic Marketing	I.Risk analysis and sensitivity
I.Characteristics of the industry	I.Analysis of capital structure and funding sources
Operating model	Part VIII – Implementation Proposal
I.Current affairs and trends in the field	I.Corporate form
I.Attractiveness and rules of the industry	I.Relevant legislation
Profitability and growth	I.Deployment and start-up schedule
I.Segmentation	I.Critical steps of the deployment timeline
I.Target Market	
Features and size	
Research and trends	
Profile of target customers	
Needs	
Opportunities and threats	

Source: Bernardi (2008, p. 174).

The business plan model suggested by Bernardi (2008) is an instrument that can be used by the entrepreneur both in the implementation phase and for the maintenance of the enterprise. This plan contains eight (8) parts followed by summary descriptions required for each step. The first part corresponds to an introductory presentation of the nature of the business, that is, what it is about. The second part describes the legal and bureaucratic aspects foreseen for the company, as well as the professionals who will be working. In the third part, marketing tools are used in order to carry out an internal and external analysis of

the business to understand the field of activity and its competitor market. In the fourth part, the technical criteria of the products are defined.

Regarding the fifth part of the business plan, it is the phase of outlining the operation components that will be necessary for the generation of a certain good or service. When the other parts are analyzed, the sixth part is configured as the financial planning stage. In the seventh, the financial evaluations of the business plan that is intended to be introduced are evidenced and, finally, the eighth part is defined as the way in which the business will be directed, controlled and implemented (Bernardi, 2008).

Thus, after the construction of the company's business plan, the next step is to legalize it in the market, that is, to adapt to the bureaucratic requirements demanded by some government agencies (Board of Trade, Federal Revenue, State Revenue, City Hall, Fire Department, Caixa Econômica Federal, among others) in order to fully carry out all organizational activities. For this reason, it is essential to identify the legal and bureaucratic aspects that guide the opening of a company, which is the subject of the next subsections.

7.1 LEGAL AND BUREAUCRATIC ASPECTS FOR CREATING A BUSINESS

Prior to the full exercise of organizational activities, it is essential that the company is formalized and has basic knowledge of the laws that guarantee its legalization. At this point, one works with specific and technical knowledge of the sphere of Law, thus, the help of a lawyer is necessary to avoid any legal complications (Teixeira; Almeida, 2016).

Regarding the regulation of the opening of Micro and Small Enterprises (MSE), 3 (three) laws are specifically pointed out: Complementary Law No. 123/2006, which constitutes the "National Statute of Micro and Small Enterprises" also known as the "General Law of Micro and Small Enterprises"; Law No. 11,598/2007, which gave rise to the National Network for the Simplification of the Registration and Legalization of Companies and Businesses (REDESIM) and Complementary Law No. 128/2008 which establishes the figure of the Individual Microentrepreneur (MEI) (Brasil, 2020).

With regard to Complementary Law No. 123/2006, it is worth mentioning that:

Article 1 This Complementary Law establishes general rules regarding the differentiated and favored treatment to be given to micro and small businesses within the scope of the Powers of the Union, the States, the Federal District and the Municipalities, especially with regard to:

- I - the calculation and payment of taxes and contributions from the Union, the States, the Federal District and the Municipalities, through a single collection regime, including ancillary obligations;

- II - the fulfillment of labor and social security obligations, including ancillary obligations;
- III - access to credit and the market, including preference in the acquisition of goods and services by the Public Authorities, technology, associativism and inclusion rules.
- IV - to the single national registry of taxpayers referred to in item IV of the sole paragraph of article 146, in fine, of the Federal Constitution (Brasil, 2020).

The aforementioned Complementary Law No. 123/2006 encourages the reduction of tax burdens and the reduction of bureaucracy for opening, proceeding and possible closing of companies. In addition, it offers possibilities for the micro-entrepreneur to be better structured, so that it generates more profits and growth, in order to offer more jobs and contribute to the evolution of the local and national economy (SEBRAE, 2008).

Regarding **Law No. 11,598/2007**, it was created with the objective of simplifying the bureaucracies required by Brazilian legislation, which became an obstacle for the entrepreneur to open a business, due to the distance and lack of harmony between the federal, state and municipal institutions that were responsible for carrying out the entire legalization process (Silva, 2015).

Therefore, the National Network for the Simplification of the Registration and Legalization of Companies and Businesses (Redesim) was created, where it is explained in article 2 of the aforementioned Law No. 11,598/2007, with the purpose of:

[...] propose actions and rules to its members, whose participation in its composition will be mandatory for federal agencies and voluntary, by adhesion through a consortium, for non-federal agencies, authorities and entities with competencies and attributions linked to matters of interest to Redesim (Brasil, 2020).

In general terms, Silva (2015) highlights that Redesim can be considered as a plan that brings together federal, state and municipal agencies, aiming to "[...] the integration of procedures, avoiding duplication of requirements and ensuring greater linearity in the constitutive processes" (Silva, 2015, p. 14), that is, reducing bureaucracy in some procedures that interfered in the process of legitimacy of the business.

With regard to **Supplementary Law No. 128/2008, which creates the figure of the individual micro-entrepreneur**, Pilz (2017, p.11) emphasises that:

[...] through this law, the government created special conditions so that the worker known as informal can leave informality, legalize himself, register with the National Registry of Legal Entities (CNPJ), which facilitates the opening of a bank account and access to the issuance of invoices for his sales and still be entitled to various benefits, such as sickness benefit, maternity benefit, retirement, among others.

This means that the subject who performs his services on his own, with the exercise of Complementary Law No. 128/2008 , ensures legitimacy as a small entrepreneur, thus guaranteeing rights that working informally could not be enjoyed. In this way, the MEI legalization process takes place electronically through the Entrepreneur Portal and ends after the completion of all the steps that are part of this process.

With regard to the legalization and registration of the company, Sebrae (2020) highlights the importance of these aspects that promote the emergence of opportunities and numerous advantages, such as: partnerships, access to credit lines, security, and export and receipt of government subsidies, among others.

Under this focus, the other sections will specifically address the steps and requirements that need to be met during the formalization procedure.

7.1.1 Steps to opening a Business

At first, it is necessary to identify the legal form of the business, so that the appropriate regime for each company can be established. For Dias (2010, p. 46) "The option of the legal type of the company to be opened must take into account both the characteristics of the business and the objectives of the entrepreneur [...]", as it is the way in which the economic activities will be performed.

Therefore, companies are legally constituted in: Entrepreneur, self-employed, Simple Company, Business Company, Limited Liability Company, Autonomous Company, Collective Partnership, and Cooperative Society. Thus, Table 1 basically defines the legal types described.

Table 15*Legal Types that characterize a company*

Legal Types	Definitions
Businessman	Form adopted by the entrepreneur who wants to be the sole owner and does not mind being unlimitedly liable for the obligations contracted in the company.
Self-employed	It is the liberal professional who does not characterize the activity of an entrepreneur. They sell services of an intellectual nature, even if they have the help of employees.
Simple Company	They are companies formed by people who exercise an intellectual profession (genre), of a scientific, literary or artistic nature (species), even if they have assistants or collaborators, unless the exercise of the profession constitutes an element of a company.
Business Company	It is one that professionally carries out an organized economic activity for the production or circulation of goods or services, constituting an element of a company.
Limited Liability Company	Form used when entrepreneurs wish to become partners and preserve limited liability over the obligations contracted in the company.
Joint stock company	It is the one that operates under the designative denomination of the corporate purpose, integrated by the expressions corporation or company, in full or abbreviated.
General Partnership	It is a corporate type that is characterized by the joint and unlimited participation of all partners who jointly respond to all the company's obligations.
Cooperative Society	It is the one whose participation among its partners happens freely and the responsibilities of the partners can be limited or unlimited

Source: Adapted from Sebrae (2020).

It can be seen that legal types can be evaluated and distinguished based on the number of members, nature and purpose of the business. In relation to the legal type **Entrepreneur**, its activities are focused on the flow of goods and services, while the **autonomous** type develops services of an intellectual nature. Therefore, in **the Simple Company type**, it has the same nature as the self-employed, however, it is formed by more people who share all obligations and gains in a mandatory and joint manner. Regarding the **Business Society**, it is made up of a larger number of entrepreneurs who work in an integrated manner in the development of economic activities of goods and services (SEBRAE, 2020).

In addition, the **Limited Liability Company** is a meeting of partners who can adhere to the Simple (Intellectual Services) or Business (Services of goods and services) type. In addition, the responsibilities are limited according to the parties assigned to each partner. With regard to the **Corporation**, it is the one where the division of its capital occurs through shares and the responsibility of each partner is proportional to the number of shares (SEBRAE, 2020).

Regarding the **General Partnership**, it is a corporate type that mainly covers individuals, where everyone has full responsibility for the company's debts and profits (SEBRAE, 2020). Finally, as for the **Cooperative Society**, it is made up of 20 (twenty) people who organize themselves democratically in relation to the economy (SEBRAE, 2020).

In a practical way, the opening of a company follows some formal requirements that make business activities legal in the market, which are: Feasibility Consultation; Registration with the Board of Trade; Formatting and Configuration of the Articles of Association; Social Registration, Name Consultation and Trademark Registration; Registration and Opening of the Company at the City Hall; Registration with the State Treasury Department; Registration in the National Register of Legal Entities; Operating License; and Firefighters' Authorization (SEBRAE, 2020), described below.

7.1.1.1 Feasibility Consultation

According to Teixeira and Almeida (2016, p. 64) the feasibility consultation "consists of verifying that the intended location for your company is in accordance with the rules of the region, imposed by municipal legislation, known as Master Plan, Location Code or Zoning Code [...]", that is, it is the stage where a permission is requested for the installation of the company in the desired location, as well as whether the type of business is suitable for the environment.

7.1.1.2 Registration with the Board of Trade

In order for the commercial registration of the company to be carried out, it is necessary to find out the competent body that performs this type of service in each state. In Maranhão, for example, the responsible institution is called "Junta Comercial do Maranhão (Jucema)", the registration is done electronically through the Easy Company System or in person.

According to Teixeira and Almeida (2016), it is the step where the request for feasibility is made with the qualified body, so that the obligations and procedures by which the business owners must adapt can be analyzed. After that, the entrepreneur waits for confirmation or denial of his request, if positive, he will be informed of the next steps regarding the process: requirements and necessary documents, if it is negative, guidelines are given for the adjustment of the request (SEBRAE, 2020).

It is worth noting that the registration procedures between Microenterprises and Individual Microentrepreneurs (MEI) differ. For Microenterprises, registration must be carried out at the city hall or regional administration of the state where the company is located, at the Federal Revenue Service and at Social Security. And MEI registration is carried out electronically on the Entrepreneur Portal (SEBRAE, 2020).

7.1.1.3 Formatting and Configuration of the Articles of Association

According to the authors Teixeira and Almeida (2016) and Dias (2010), the Articles of Association is a kind of "birth certificate" of the company, which serves to name it, stipulate the value of the capital, define the legal type and determine the place of operation. According to Sebrae (2020) the necessary requirements of the Articles of Association are:

- a) Corporate type;
- b) Complete qualification of the partners;
- c) Corporate name (company name or corporate name);
- d) Corporate purpose;
- e) Share capital;
- f) The share of each partner in the share capital;
- g) Liability of the partners (limited liability company);
- h) Whether or not the partners are liable, in the alternative, for the corporate obligations (simple partnerships);
- i) Appointment of the administrator and his powers (in contract or in a separate act);
- j) The participation of each partner in the profits and losses;
- k) Headquarters and jurisdiction;
- l) Duration.

In view of all the information defined, it is necessary to be validated by a lawyer, except for MSEs that are exempt from these obligations. In turn, the Social Registry is an extremely important document for ensuring the existence of the company in the market.

7.1.1.4 Registration of the Articles of Association, Consultation of the Name and Registration of the Trademark

When the Articles of Association are finalized, it is up to the entrepreneur to register it by forwarding it to the Board of Trade or the Registry Office of the Legal Entity of the State where the business will be implemented, with the following documentation: a) Articles of Association or Declaration of Individual Entrepreneur, signed in 3 (three) copies; b) Certified copy of the lawyer's Brazilian Bar Association (OAB) card (except for MSEs); c) Standard Application - Cover of the Board of Trade; d) Declaration of Microenterprise or small business, in 3 (three) copies; e) National Registry Form (Dias, 2010).

In the formalization of a business, it is necessary to define a business name in the way it wants to be legally recognized. This is a primary factor in the articles of association since it contributed to the identification of the business in the market. Regarding the choice of name, an unprecedented name is required, and for this to occur it is essential to investigate through

a consultation if there are other companies with the same desired name (Teixeira; Almeida, 2016).

Therefore, the consultation is carried out according to the legal type, such as the Simple Company, which performs this service at the Civil Registry Office of Legal Entities. For Dias (2010, p. 49), the corporate name, depending on the legal type, can occur in 3 (three) ways: individual firm, denomination and corporate name:

1. Individual Firm: the trade name will be the name of the owner to which the specification of the activity may or may not be added:

- Henrique Silva Dias
- Henrique Silva Dias Surfboard Repairs.

2. Name: It is a term created to which is added the objective of the company and its legal type, which can be abbreviated or in full:

- Big Wave Surfboard Trade Limited.
- Big Wave Comércio de Pranchas de Surfe Ltda.

3. Corporate Name: Consists of the use of the name of partners:

- Silva e Dias Ltda.
- Silva e Cia. Ltda.
- Irmãos Silva e Cia. Ltda.

With the business nomenclature registered with the responsible agency, it guarantees the exclusivity of the trade name at the state level. After positive confirmation of the consultation, registration can be made at the National Institute of Industrial Property (INPI) (Teixeira; Almeida, 2016; Dias, 2010).

Certainly, trademark registration is one of the steps of fundamental importance in this process, since the trademark contributes to the establishment of the company's identity in the market, in differentiation from other competitors, and in the link between the company and the customer. In addition, the trademark is configured as an asset of the company, so its registration guarantees protection against possible theft or plagiarism (SEBRAE, 2020).

However, the process of applying for trademark registration requires pro-analysis and understanding of some criteria to verify the feasibility of trademark registration, such as: investigating the trademarks; define your brand's field of activity; the form of presentation (trade name, logo, physical brand); the nature of the mark (product, service, collective mark or certification); what are the fees imposed for registration. After carrying out this procedure, the entrepreneur is able to register the desired trademark with the INPI (SEBRAE, 2020).

7.1.1.5 Registration and Opening of the Company at the City Hall

The entrepreneur must issue the business license at the City Hall, such as its respective registration and registration as a municipal taxpayer from where the company is being generated. By following all legal procedures, the company acquires an opening registration.

In relation to the taxes required by the municipality, the service provision activities are responsible for paying the Service Tax (ISS) or Service Tax of Any Nature (ISSQN) (Teixeira; Almeida, 2016).

7.1.1.6 Registration with the State Treasury Department

The State registration of the State Treasury Department is required only for taxpayers of the Tax on the Circulation of Goods and Services (ICMS). Thus, enterprises that carry out service provision activities are exempt from this registration (SEBRAE, 2020; Teixeira; Almeida, 2016).

7.1.1.7 Registration in the National Registry of Legal Entities

This type of registration is required for all types of companies, the registration procedure is carried out together with the Federal Revenue agency, which grants the undertaking a National Registry of Legal Entities (CNPJ). In the final process of this stage, the Revenue guidelines for the issuance of the Basic Entry Document (DBE) are followed. With possession of the information received through the registration, the Federal Revenue Service is aware of the existence of the company and is able to collect the federal taxes imposed on the company. With this, when carrying all legal documents, it is necessary to request registration with the Board of Trade and all this information is forwarded to the municipal government for inspection and release of the operating license (Teixeira; Almeida, 2016).

7.1.1.8 Operating License

With the registration with the Federal Revenue Service completed, it is the phase of applying for the operating license with the City Hall. Corresponding to the permit, Dias (2010, p. 52) defines it as "[...] the document that allows the performance of commercial, industrial, agricultural, and service activities, as well as companies and associations of any kind, whether they are individuals or legal entities", that is, it is through it that companies are authorized to open the business.

7.1.1.9 Fire Brigade Authorization

Depending on the activity carried out by the companies, the City Hall requests a license from the Fire Department, in order to check the safety criteria and avoid any accident. The Fire Department carries out a technical inspection, through which it verifies the components that are in the company's physical space, the safety equipment and the type of activity performed on site (SEBRAE, 2020; Teixeira; Almeida, 2016).

After these procedures described for the creation of a company, in the next topic the phases of consulting determined by Block (2001) that can be applied in marketing consulting services for libraries will be addressed in detail.

7.2 MARKETING CONSULTING FOR LIBRARIES

There are several types of libraries by which they are differentiated, either by their role and the activities they offer, as well as by the users they serve and/or by their institutional connection. Therefore, some types of libraries can be listed: Public Library, Thematic Public Library, Community Library, Reading Point, National Library, School Library, University Library, Specialized Library and Reference Library (SNBP, 2020). Regarding the types of libraries, Table 16 describes them.

Table 16

Types of Libraries

Types	Features
Public Library	Its objective is to serve, through its collection and its services, the different reading and information interests of the community in which it is located, collaborating to expand access to information, reading and books, free of charge. It serves all audiences, babies, children, young people, adults, people of the best age and people with disabilities.
Thematic Public Library	They are public libraries that are characterized as libraries specialized in a certain area/subject. The environment is configured in such a way as to represent the area/subject in focus, as well as the collections that make up its collection, the services they offer and the cultural program
Community Library	It is a space to encourage reading and access to books. It is created and maintained by the local community, with no direct link to the State.
Reading Point	Spaces to encourage reading and access to books, created in communities, factories, hospitals, prisons and institutions in general.
National Library	Its function is to gather and preserve all the bibliographic production of the country. In each country there is a National Library. All bibliographic production in the country must be sent to the National Library, this is guaranteed by the Legal Deposit law.
School Library	Its objective is to meet the reading and information interests of its community and works in line with the pedagogical project of the school in which it is inserted. It serves, as a priority, students, teachers, employees of the teaching unit,

	and can also expand its action to serve the families of students and the surrounding community.
University Library	Its objective is to support teaching, research and extension activities through its collection and services. It serves students, professors, researchers and the academic community in general. It is linked to a higher education unit, which can be a public or private institution.
Specialized Library	Focused on a specific field of knowledge. Its collection and services meet the information and research needs of users interested in one or more specific areas of knowledge. It is linked to a public or private institution, and can also be characterized as a university library, when linked to a higher education unit
Reference Library	Specialized libraries that work with a focus on access, dissemination, production and use of information for a certain audience. Also called Information and Reference Center. Many of them do not have their own collection and work exclusively with the referencing of documents on a given subject (summaries and reviews).

Source: Adapted from **SNBP** (2020).

In view of Table 16 presented, it is clear that there are varieties of libraries present in society. Referring to the **Public Library**, it is aimed at the general public with different tastes and peculiarities, while the **Thematic Public Library** is restricted to users in the search for a certain specific area. The **Community Library** is formed by members of the community with the objective of reaching its surroundings. With regard to **Reading Points**, it can be considered as "mini-library", constituted within institutions in general (factories, hospitals, prisons) (**SNBP, 2020**).

On the other hand, the National Library is considered as the center point of the other libraries, since they hold the entire bibliographic collection in the country and still serve to preserve them. In relation to the School Library, it works based on the institutional pedagogical project, is aimed at everyone who is part of the school, as well as covers family members and everyone in the immediate vicinity of the institution. The University Library is subordinated to public or private institutions, integrating everyone in the academic community and in the surrounding area (**SNBP, 2020**).

With regard to the Specialized Library, it corresponds to a specific area of knowledge, having a well-defined public that is interested in the subject. It can be of a public or private nature or have a university bond. With regard to the Reference Library, it is also a specialized library that is concerned with supporting users in the use of the search for knowledge (**SNBP, 2020**).

Regarding the types of libraries, it is apprehended that they are equivalent in the mission of meeting the informational needs of customers, however they differ in their performance as well as in the services and products offered, in the places where they are

installed and in the projects they promote to attract them. With this, it is clear that they are basically unconsciously using the elements of marketing.

It is observed that there is a diversity of libraries in the market for the librarian's work. However, society is changeable and it is necessary to constantly adapt to these changes. Thus, **the role of the entrepreneurial librarian is resumed, which** seeks the proposal of creating a consulting company in order to continue the contents learned in the area of Librarianship, as well as to improve the management of these libraries through marketing.

In the previous sections, the legal aspects for the emergence of a company that serve to create a consultancy were portrayed. The following ones expose the step-by-step marketing consulting activity for libraries and its phases correspond to the stages established by the author Block (2001).

7.2.1 Phases of Consulting

The creation of a consultancy goes through stages. According to Block's (2001) proposal, these phases are sequentially mandatory, in order for the consultant to avoid setbacks in their application. It is a cycle of consulting services provided to customers, where in the present work are the libraries focused on marketing. Thus, in the following subsections, each phase of this enterprise is scrutinized.

7.2.1.1 Entry and Contract

It is the phase of the consultant's presentation with the client in relation to the development of the project. The activity of this stage is the moment to establish dialogue between the parties, the diagnosis of the root of the problem and the exposure of the expectations of both the client and the consultant in order to start the project. In this phase, some elements are worked on, such as: Negotiate needs; Facing conflicting motivations; Bring up concerns about exposure and loss of control; Triangular and rectangular contract (Block, 2001).

The first step of the contracting phase involves **negotiating the needs**, it is related to the dialogue between the client and consultant where both explain their desires and what they can offer each other. In the context of libraries, this dialogue occurs between the manager or the person in charge of the institution, who has the managerial knowledge of the library. The second step is **to face conflicting motivations**, it refers to the stage that arouses uncertainties and insecurities on the part of the client. In this way, it is necessary for the consultant to listen from the first step so that the consultancy works in a way that solves all these concerns (Block, 2001).

The third step involves **bringing up concerns about exposure and loss of control**, they are the fears that come from the client indirectly about the project that often show concern about losing control, however, this concern must be addressed from the first step, by which the consultancy indicates that the decision-making power will be in your hands. Regarding the fourth step of this phase, it corresponds to the **triangular and rectangular contract** in which it is necessary to be aware of how many clients the consultant will have from the contracting phase, since there are 2 (two) types of contracts (triangular and rectangular). The triangular contract is formed by the consultant, client, and client's boss. The rectangular contract is when both the consultant and the client are subordinate to a boss who must be aware of everything that happens in the process (Block, 2001). With regard to the library, it is essential to clarify the hierarchy and thus define who will be included in the contract.

7.2.1.2 Data Collection and Diagnosis

This phase is composed of the Analysis Levels; Political climate; Resistance to sharing information; and Interview as an intervention (Block, 2001).

Regarding the **levels of analysis**, they are related to the diagnosis of the main problem resulting from other implicit problems. Therefore, it is necessary for the consultant to structure the different levels of problems in a harmonious way. Regarding the **political climate**, it is directly associated with the company's policy, regardless of whether the customer is a family business or organization. It is essential to observe the behavior of those who work in the company, so that the consultant can understand whether this situation will affect the resolution of problems and the implementation of the project, such as resistance to change (Block, 2001).

About the **resistance to sharing information** worked on in this phase, it is attributed to the concealment of some data necessary to understand the problem. It is pertinent to emphasize the need for the consultant to work in such a way that the client feels comfortable exposing all the accurate information. Regarding the **interview as an intervention**, although there is no one who is totally neutral or only an observer, the consultant should act in a distanced manner at this stage so as not to contaminate the data collected (Block, 2001).

7.2.1.3 Feedback and Decision to Act

Regarding this phase, the issues addressed are: Funneling the data; Present personal and organizational data; Manage the feedback meeting; Focus on the here and now; and Not to see reactions as something personal (Block, 2001).

Referring to the first element, which is **to funnel the data**, this means that when collecting all the data, it is considerable to restrict the pertinent information that will actually solve the problem, however, with each decision, customers are informed. Regarding the second element that contemplates the importance of **presenting the personal and organizational data**, obtained in the collection of data, which are all the material, monetary, behavioral information of the team, in short, all the managerial data. This requirement of the feedback phase, which allows the consultant to give feedback to his clients, it is important to present recommendations on the personal data of employees not to demerit the professional image, but to propose suggestions that will be implemented in the report. It will be a professional view that the client cannot obtain from anyone else (Block, 2001).

Regarding the third element, that of **managing the feedback meeting**, it is the moment where everything that has been completed will be pointed out. It is a point of greater apprehension between consultant and client about what will be exposed, how the information will be received, since all the investigations will be exposed, but mainly reveal the proposed solutions. It is up to the consultant to have control of the situation and safeguard the entire subject addressed, because the more answers to the problems identified, the more feasible the implementation will be. The feedback phase is the moment to convince the client to buy the project (Block, 2001).

Considering the fourth element about **focusing on the here and now**, is the feedback phase in which the consultant must be aware of how the client is receiving the information. It is necessary to listen to what the client thinks of the proposal, since, "[...] the feedback process becomes a victim of the same managerial problems that gave rise to the need for its services [...]" (Block, 2001, p. 33). As it is the fifth element of the feedback phase, which is aimed **at not seeing reactions as something personal**, it is conditioned to the client's response, which can be positive or negative for the consultant, and the consultant must understand the client's decision in a professional way without taking it personally (Block, 2001).

7.2.1.4 Engagement and Implementation

This phase consists of components such as: Bet more on engagement than on imposition and persuasion; Plan more participation than presentation; Stimulate difficult public exchanges; Give the possibility of real choice; Change the conversation to change the culture; and Be aware of the place (Block, 2001).

As for the first step of implementation, which corresponds to **betting more on engagement than on imposition and persuasion**, no one works alone, it is necessary the

commitment of each member in what they give to each stage of the service, so that everything happens in the right way. The decision is important, but success is not guaranteed when it is forced. To the second step, which is **to plan more participation than presentation**, more participation, integration and interaction among members should be encouraged, as the influence of employees in the process can bring success to the resolution of the problems encountered (Block, 2001).

Regarding the third step by which the consultant **encourages difficult public exchanges**, carried out to emphasize the credibility of the consultancy, resolving all possible doubts in public and adopting a method of trust between the parties. The fourth step of this phase requires the consultant **to give the possibility of real choice**, it gives employees the power to decide on possible changes, as it guarantees more the probability of their commitment to the activities; giving the solution with speed is hasty and dangerous and there may be failures in solving problems. Not always a single answer is appropriate for each type of situation (Block, 2001).

Regarding the fifth step about **change the conversation to change the culture**, it means that it is important to remove from the minds of employees the feeling of guilt for the problems encountered, but the consultancy must structure "[...] the conversation around personal responsibility, questions of purpose and meaning, and what will be unique and new about the round of changes" (Block, 2001, p. 34). Finally, the last step of this phase requires the consultant **to be aware of the place**, so that he awakens the impact of the engagement and activities of the clients, a space that demonstrates seriousness and commitment, in addition to worrying about the way the consultant behaves, the way he conducts the meetings with clarity and attitude contribute to decision-making with clear and real intentions, and thus implement the project (Block, 2001).

7.2.1.5 Extension, Recycling, or Termination

This phase is related to the client's feedback to the consultant, as it is in this stage that it will be evaluated from engagement to the implementation of the consultancy. If the results obtained after implementation are satisfactory, in addition to providing valuable experience for both sides, it can keep the door open for the acquisition of new contracts with the client. However, after the implementation of the points listed in the consultancy, a new problem may arise in the organization that had not manifested itself until then, in which case the process must be recycled and the discussion of a new one started (Block, 2001).

In consulting, a part that must be considered by the consultant is the termination of the contract. This can occur both because of the negative result obtained after the

implementation of the project, but it can also occur even if the implementation is a total success, because "There are many options to end a relationship and the termination, in addition to being legitimate, should be considered an important part of the consultancy" (Block, 2001, p. 6). In view of this, all the phases presented by Block (2001) require the direct participation of the consultant and client, in order to obtain important results in the implementation and completion process.

Understanding the phases of consulting services, it will work with a new service in the market, focused on marketing in libraries. Marketing is a managerial process that is linked to all the services of the institution, that is, it involves from its location, services and products, distribution, as well as promotes actions to give visibility to libraries, through which all these elements, even if indirectly, interfere in the customer's contact with these institutions.

In this way, the consultancy aims to work on the diagnosis of management in its entirety, which means identifying the problem, proposing a solution to the problem and thus giving institutions the opportunity to create or resignify services and products according to the demand presented by the client/user and not only develop services and products without listening to what the interested party thinks. A more attentive professional look externally from other professionals/librarians who have knowledge in the area becomes relevant to perceive the strengths and especially the weaknesses that can be changed, and thus achieve the need and satisfaction of the customer/library and consequently your end customer.

8 CONCLUSION

Entrepreneurship is a multidisciplinary field that connects with the vast areas of knowledge, with the main objective of introducing the creation of new businesses that serve society through new offers, services, products and work in different niches. In addition, it can be incorporated into the work environment by a professional with innovative ideas who aims to contribute to the organization, keeping in mind that the act of entrepreneurship mainly requires taking risks.

With regard to the creation of a company, the entrepreneur seeks to own his own business, with this arises the need for marketing, which works for the enterprise to obtain profits, through planning so that it meets the needs of the customer. Corroborating the function of marketing, the consultancy proposes the investigation and solution of problems so that the organization satisfactorily serves customers.

Marketing is linked to for-profit institutions, however, it is an area with a history of many transformations and according to studies by Kotler (1998) they can be adapted to non-profit institutions, such as libraries. In this way, in order to create new ways of working, take on

challenges, and get out of the comfort zone; The present work was motivated to awaken librarians to create an external consultancy focused on library marketing based on the 4P (Product, Price, Place, Promotion).

The guiding question of the research was: How to develop a marketing consultancy to contribute to the organizational demands of libraries? To meet this problem, the general objective was to establish theoretical references in the proposition of establishing a marketing consulting service in the field of libraries, in order to meet their organizational demands in favor of serving users. And the specific ones dealt with:

- a) map theoretical references in the process of creating a consultancy in interrelation with entrepreneurship and marketing in libraries;
- b) to correlate the 4P's of marketing in the context of libraries;
- c) to present the main aspects related to the creation of a marketing consulting company for libraries, concerning the phases, services and legal and bureaucratic aspects.

The needs of libraries are related to the issue of marketing, which is not only linked to the dissemination of services and products, but since its creation refers to the business, products to be offered; price that for libraries is linked to symbolic, cultural and scientific capital; place or place, which refers to the service of the target audience. Any problem in these variables can affect libraries in their typological diversity and, consequently, affect the supply of customers' informational needs. It is necessary for the clientele to recognize libraries as an essential service for society, since it promotes the knowledge and development of opinion-forming individuals. For this to happen, it is important that the library has a mission and planning that is constantly updated.

Thus, through biblioFigureic research, although there are no studies that present the applicability of marketing consulting in libraries, it is possible to carry out consulting for the solution of organizational demands in these organizations. In this perspective, there is a need for research, for the analysis of the environment of the institution that is being studied, through some marketing tools : Market Research; Segmentation; Definition of target audience and positioning; SWOT Analysis and Marketing Plan. And thus identify which Marketing Mix is having difficulties in the institution so that problems can be found and, consequently, outline goals and objectives, and outline a means for them to be achieved.

Concerning the first specific objective stipulated, entrepreneurship is relatively new to the librarianship area. However, their actions begin within the classroom relating the theory and practice of knowledge, such as working on normalization techniques; participate in the construction and implementation of projects that serve the community, since from a social perspective entrepreneurship consists of the elaboration of social projects created for the

transformation of the environment in which it is inserted; and the creation of content related to the course on social media. In addition, the technical, theoretical and humanistic knowledge acquired in training contributes to intrapreneurial practices within the conventional field of work by effecting innovations in an existing sector; or traditional entrepreneurship that corresponds to the creation of a new business. However, for the development of innovative ideas and to make a difference in the market, it is necessary to constantly seek continuing education due to the changing state of the market.

Historically, the development of companies in the area of Librarianship performed only traditional activities in the field. With the changes coming from the market, companies began to reinvent themselves and enter technological means. A new aspect in entrepreneurship emerges, the Creative Economy, which are companies created that offer services and products in the physical or digital sphere, with the aim of selling. Companies such as Santa Librarianship, Class Curso, Index Consultoria, Documentar, Control Informação e Documentação, and Inform Document and Information Management, among others, stand out as Creative Economy in the field of librarianship. In addition to the fact that there are a few more companies related to Librarianship, the relationship between both areas is still timid: entrepreneurship and Librarianship with regard to the formation of enterprises.

Regarding the second specific objective, the research worked with authors such as Leite *et al.* (2005), Grocco Guttman (2005) and Block (2013) who relate the history of consulting traditionally as a practice developed by people who acted with influence within society because they were considered erudite. In another thought, the historical aspect was linked by Bond (1999) and Paes de Paula and Wood Júnior (2008) to management theories focused on the areas of Strategies, Marketing and Human Resources. In addition, Silva (1974) and Menon (2007) associated the history of consulting based on the studies of Frederick Taylor who analyzed the length of service.

Consultancies in Brazil are relevant because they are considered a central point that maintains most of the offices in this field nationally and internationally and operate in different niches, having as partner entities the associations: IMC, IBCO and Sebrae. Examples of consultancy that operate in Brazil were cited, it was noticed that most consultancies are of an organizational nature and provide activities focused on administration, few consultancies were found in the field of Librarianship, most of them are for the services of standardization, organization of informational units, automation and archiving. In Maranhão, the consultancies found propose more services for the standardization and organization of the Lattes Curriculum.

Two forms of consulting were identified, internal consulting (professional integrated into the organization) and external consulting (professional who does not have an employment relationship with the company). In addition, the consultancies are branched according to their classification: Structure (Package and Handmade) and Breadth (Specialized, Total and Global).

Consulting is an enterprise in which librarians can create from their skills and expertise, and thus generate a sense of autonomy and opportunities for others in a market that is currently increasingly scarce of formal and public jobs offered to professionals coming out of academies.

Regarding the third objective, it is relevant to demystify that the work of marketing in libraries does not apply only to promotion, but in an integral way using the 4P's (Product, Price, Place and Promotion). And for this to happen, it is important to have the perception that the library is an organization, is linked to a market and has its competitors. However, what changes are the services and products delivered without a monetary nature; it is also necessary to know clearly which audience the library is intended for and thus develop actions that solve their problems in order to attract and keep customers in libraries, but some strategies used to detect the problem of Mix marketing are different according to the type of library.

In general, the application of marketing does not correspond only to sales, but is based on creation, communication, and behavior change. Regarding the insertion of marketing in libraries, they should be oriented towards this aspect, that is, analyzing customers, pointing out their needs and based on this information, developing services and products that serve the public.

In marketing aimed at libraries, as in any other institution that makes use of this area, it is essential to segment the market, to know the social, cultural, political, religious and demographic context; define the target audience, in order to identify which type of community it serves and study how the library is positioned in the market, that is, how it is being observed by customers.

Regarding the correlation of the 4P's of Marketing in libraries, it was found that: the Product is what the library offers to its customers, which can also be in the form of services. Some stand out, such as: Collections in various media; Management Service; Reference Service; Treatment, organization and recovery of the bibliographic collection; Automation; Consultation of the collection; Bookbinding services; Training and Development of Collections; Reading Projects, among others. It is worth noting that not all of these services and products are offered in all types of libraries, such as school and community libraries.

Price is considered one of the problems related to marketing in libraries, however, to make marketing services monetary, what counts first is the customer's opinion. However, there are other values added to these institutions, such as symbolic capital, cultural capital and scientific capital, as well as the emotional value generated by the interaction of the customer with the library and the working professional. The Square is the meeting point between the customer and the library, physically or remotely, taking into account how the environment inside and outside the library is planned so that all real and potential customers have access to it; and digitally through the electronic channel: e-mail, manual retrieval system, alert system, among others, according to the specificity and audience of each library.

The Promotion seeks to inform the public about what services and products libraries offer, usually through library portals. A way to attract the target audience that does not have internet can be done through a partnership with the local radio, posters spread not only within the library, but with word of mouth marketing, that ant work between librarians and customers and these passing on to others.

And finally, the fourth specific objective refers to the legal and bureaucratic requirements for opening an enterprise, such as external consulting focused on library marketing and the services that this type of company intends to offer.

First, for the creation of a company, an idea is delineated, which starts from a lack in the market, from a dream, in search of being inserted in the market and not on the margins. In this way, it is essential to create a business plan that includes the appropriate information for the foundation and improvement of the enterprise in the market. After this requirement, it focused on the legal and bureaucratic requirements required of any company. Law No. 123/2006, Law No. 11598/2007 and Complementary Law No. 128/2008 stand out, which highlight the rights and duties of microentrepreneurs; therefore, the step-by-step process for the formation of a business was highlighted, such as: Feasibility Consultation; Registration with the Board of Trade; Formatting and Configuration of the Articles of Association; Social Registration, Name Consultation and Trademark Registration; Registration and Opening of the Company at the City Hall; Registration with the State Treasury Department; Registration in the National Register of Legal Entities; Operating License and Authorization of Firefighters.

Regarding the activities of the consultancies that can be improved, in the process of creating a marketing consultancy for libraries, a work composed of 5 phases (Entry and Contract; Data Collection and Diagnosis; Feedback and Decision to Act; Engagement and Implementation and Extension, Recycling or Termination), which are services to be provided to the contractor and emphasize the identification of the problem and solution of the institution that generates a project. However, it is worth noting that the consultancy does not have

decision-making power to implement proposals to solve problems, it only shows the means and the manager has the power to decide. Analogously, consultants are like psychologists who detect the root of the problem and the possible solution.

External marketing consulting focused on libraries is a way to contribute to the search for answers to problems presented in the library environment that sometimes go unnoticed or are ignored, leading to a series of other problems bringing harm to the clientele. The consultancy proposes to use marketing focused on Mix marketing in order to verify factors that are hindering the library from growing or exerting influence in the market where it is inserted, in addition to adding new techniques that the institution does not use to add ideas, propose solutions, contribute to cost reduction, gather data to investigate the market situation and how it can help the library to stay ahead of other competitors.

Finally, it is concluded that the study is promising and unveils spaces for others that aim to contribute to the sciences in general and, specifically, to Library Science and Information Science. Approaches are suggested about cooperatives that develop entrepreneurial actions in the area, carry out research to verify enterprises in the area of Library Science that operate outside the walls of libraries and enable the interrelationship of fields of knowledge such as entrepreneurship and marketing.

Since the primary objective of this study was to define the steps for building a marketing consulting company for libraries, the research allows librarians to rethink other ways of working without giving up their work techniques.

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