

SERVICE MARKETING AND ITS CONTRIBUTIONS TO UNITS OF INFORMATION: A Literature Review¹



MARKETING DE SERVIÇOS E SUAS CONTRIBUIÇÕES EM UNIDADES DE INFORMAÇÃO: uma Revisão de Literatura

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ABSTRACT

Because of the significant changes brought about by technological advances, knowledge about Service Marketing emerges as a factor for improving the service to information users' needs and adapting to the demands of "modern times." Thus, the objective is to identify how the marketing of services can contribute to the quality of services provided in Information Units. To this end, the specific objective is to present the 8 P's of Service Marketing, price, product, place and promotion, processes, service landscape, people, and productivity, as guidelines for improvement. This research has a qualitative approach and is constituted as a Literature Review, based on a research protocol in search of studies that contribute to the discussion of the outlined objectives, striving for methodological rigor and replicability. The search for studies was conducted through a search on the Capes Journal Portal, initially resulting in forty-seven articles, which, after applying the filters, reading the titles and abstracts, as well as reading in full, remained in six articles that were organized in a table, and synthesized in a discussion with key authors of Services Marketing. It was

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concluded that Service Marketing presents strategies that can contribute to the improvement of the services offered by the Information Units, guided by the dimensions of product, place, price, promotion, service landscape, processes, people, and productivity in meeting the needs of its users. We would like to thank the “Fundação de Amparo à Pesquisa de Minas Gerais” for funding the research fellow at the master’s level.

Keywords: Information Science, Marketing. Services marketing, Information Units.

RESUMO

Diante das significativas mudanças trazidas pelos avanços tecnológicos, o conhecimento sobre *Marketing* de Serviços surge como fator para a melhoria do atendimento às necessidades dos usuários da informação e a adaptação às exigências dos “novos tempos”. Dessa forma, tem-se como objetivo identificar de que forma o *Marketing* de serviços pode contribuir para a qualidade dos serviços prestados em Unidades de Informação. Para tal, tem-se como objetivo específico apresentar os 8 P’s do *Marketing* de Serviços, preço, produto, praça e promoção, processos, paisagem de serviço, pessoas e produtividade, como diretrizes de melhoria. Esta pesquisa tem abordagem qualitativa e constitui-se como uma Revisão de Literatura, a partir de um protocolo de pesquisa em busca de estudos que contribuam para a discussão dos objetivos delineados, primando pelo rigor e replicabilidade metodológica. A busca por estudos se deu por meio de pesquisa no Portal de Periódicos da Capes resultando inicialmente em quarenta e sete artigos, que, após a aplicação dos filtros, leitura dos títulos e resumos, assim como leitura na íntegra restou em seis artigos que foram organizados em tabela e sintetizados em uma discussão com autores basilares do *Marketing* de Serviços. Concluiu-se que o *Marketing* de Serviço apresenta estratégias que podem contribuir para a melhoria dos serviços oferecidos pelas Unidades de Informação, norteadas pelas dimensões de produto, praça, preço, promoção, paisagem de serviço, processos, pessoas e produtividade em atendimento às necessidades de seus usuários. Agradecemos à Fundação de Amparo à Pesquisa de Minas Gerais pelo financiamento à pesquisadora bolsista em nível de Mestrado.

Palavras-chave: Ciência da informação, Marketing, Marketing de Serviços, Unidades de Informação.

INTRODUCTION

Technological advances have generated significant social, political, and economic changes, allowing increasingly easier access to knowledge



and information resources (Ferreira & Guerra, 2018). As an example, books, texts, articles can be easily found on the internet on websites of university libraries and research centers, databases, scientific journals, and others.

In this sense, "information competence currently represents the skills, knowledge, and understanding of individuals in relation to the process of seeking, accessing, using and communicating information in an ethical manner based on needs also linked to information" (Gomes & Dumont, 2018, p. 524). This informational competence is not restricted to information professionals but encompasses all those who use the information for decision-making in their area of activity in society.

Furthermore, the informational boom that took place from the 20th century onwards, related to the management of the accumulation of information produced and recorded, had an impact on the treatment, organization, and dissemination of information. Thus, organizations have changed behaviors about management and Marketing, as well as libraries and librarians have sought to adapt to new realities (Ferreira & Guerra, 2018).

According to Bragança *et al* (2016, p. 238) "Through the combination of Marketing, creativity and innovation, organizations can improve several dimensions of management: improving processes, improving the ways of relating to their stakeholders, planning more efficient products and services and adding value to the image from the company".

In the same sense, Ferreira & Guerra (2018) consider it important to reflect on Marketing as a management tool to improve the performance of Information Units to fulfill their role in the social, economic, political, and cultural development of society.

The Information Units, such as archives, documentation centers, memorials, museums, libraries, reference services and other documentation and information service units, have as their main objectives "the safekeeping and preservation of the collection in order to guarantee access to the population, serving the administration, history and society" (Bragança *et al*. 2016, p. 239).



Cossich (2014) states that the use of Marketing in libraries is nothing new for information professionals, as they already conduct surveys on the needs of users and the promotion of the library's image. However, he highlights the existence of a gap in studies that address the premises of Marketing adopted in Information Units.

Similarly, Santos and Lubisco (2018, p. 393) point out a small number of publications on the applications of Marketing in Information Science and although there is a convergence between Marketing and Information Science, "very little is discussed about the importance of this interdisciplinary cooperation in the field of Information Science".

Thus, this study intends to contribute by bringing the discussion of the importance of Marketing to improve the quality of services provided in Information Units.

Thus, the question that guides this research is: how can service marketing contribute to the quality of services provided in Information Units?

Knowledge about Service Marketing emerges as a factor to improve the service to information users' needs and adapt to the demands of the "modern times."

Since the Information Units are service providers, it is inferred that the Service Marketing guidelines, through the 8 P's, price, product, place and promotion, processes, service landscape, people and productivity could be applicable in its dynamics of action.

Therefore, this article aims to identify, through the literature, how the Marketing of services can contribute to the quality of services provided in Information Units. To this end, the specific objective is to present the 8 P's of Service Marketing as improvement guidelines.

METHODOLOGICAL PROCEDURES

As for the treatment of data, this research has a qualitative approach. According to Creswell (2010) in qualitative research the selection of participants, places or documents that will help the researcher to understand



the problem and the research question is intentional.

However, this does not mean random sampling or selection, but based on systematization, rigor, and methodological replicability (CRESWELL, 2010).

Therefore, this article is a non-exhaustive Literature Review, establishing a protocol in search of a corpus of knowledge from studies that contribute to the discussion of the outlined objectives (Table 1), striving for the rigor and replicability of this study.

The Literature Review allows contextualizing a study, conducting an analysis and synthesis about a given subject while enabling the researcher to offer contributions to the scientific community and society (Farias, 2019, Creswell, 2010).

Literature reviews have as purpose a contextualization for an objective and the analysis of the possibilities found in the literature, being the bibliographic survey organized by previously defined scientific sources. The analysis, therefore, emerges from the researcher's interpretation, who builds an essay with the results found (Mattos, 2015).

Table 1

Research Protocol

OBJETIVE
The objective is to identify how the marketing of services can contribute to the quality of services provided in Information Units. To this end, the specific objective is to present the 8 P's of Service Marketing, price, product, place and promotion, processes, service landscape, people, and productivity, as guidelines for improvement.
RESEARCH STRATEGY
"Ciência da Informação" AND "Marketing" AND "Marketing de serviços" OR "Information science" AND "Marketing" AND "Unidades de Informação"
SCOPE OF RESEARCH
CAPES periodical portal.
INCLUSION CRITERIA
Peer-reviewed articles, published from 2014 to 2021, in Portuguese or English.
EXCLUSION CRITERIA
Studies not available in full; duplicates and outside the scope of the search
RESULTS



Recording of search and selection steps

TREATMENT OF RESULTS

Full reading, organization of main data in tables and theoretical discussion based on six (n= 6) articles found and basic authors of Marketing Services.

Source: adapted from Dresch, Lacerda and Antunes Júnior (2015, p.142) and Faria (2019, p. 22).

The search on the Capes Journal Portal went through three stages: research, selection, and processing of results. The research stage performed a search for the keywords “Ciência da Informação” AND “Marketing” AND “Marketing de serviços” OR “Information science” AND “Marketing” AND “Unidades de Informação.”

The selection of articles was conducted through the reading of titles, abstracts and the full reading of the articles based on the correlation and contributions to the study. The treatment of the results was conducted through a detailed reading of each selected study.

RESULTS

The search for research strategies on the Capes Journal Portal initially found forty-seven (n=47) articles. After applying the filters delimited in the systematization protocol, fourteen (n=14) articles remained.

The step of reading the titles and abstracts resulted in seven (n=7) articles. After reading these articles in full, six (n=6) articles were selected with thematic correlation to the object of this study (Table 2).

Table 2

Article search and selection steps

Articles found	After applying the filters	After reading titles and abstracts	After reading in full
47	14	7	6

Source: prepared by the author, 2021.

The selected articles were organized in Table 3, by author, year, article



title, main objectives, journal, ISSN and Qualis.

Qualis are classification criteria established by Capes that determine the degree of quality and impact of studies published in journals.

The A1 classification includes high-impact international journals and the B1 classification covers journals of national excellence; B3, B4 and B5 consider journals of medium relevance (DoityTeam, 2018).

Table 3

Description of results

Author/Year	Title	Objectives	Journal	ISSN	Qualis
(Cossich, 2014)	The role of quality and marketing in the reference service.	It points out the main currents of marketing in information units. Demonstrates the main products and services offered by an information unit. It emphasizes the contribution of the reference service and quality service to the library's marketing.	BIBLIOS	0102-4388	B3
(Damasceno & Mesquita, 2014)	Determining attributes of low library use: a study in a federal public education institution	To analyze the behavior of library users at a federal public education institution, using a closed questionnaire as a research instrument, which was applied to 291 real and potential users of the IFMG library – Campus Bambuí.	PERSPECT. CIÊNC. INF.	1981-5344	A1
(Bragança et al., 2016)	<i>Marketing, creativity, and innovation in information units</i>	Present the concepts of Marketing, creativity, and innovation, establishing a dialogue between areas of knowledge for the adoption of new management practices in information units.	REMARK	2177-5184	B4
(Gomes & Dumont, 2018)	Websites in university libraries as tools for training information skills	It aims to identify on the websites of university libraries the practice of education of users through products and services that can be	RDBCI	1678-765X	B1



		fostered in both traditional and digital/virtual environments with a view to promoting students' information literacy.			
(Santos & Lubisco, 2018)	The development of Marketing and its approach to information science paradigms	Discuss the development of Marketing and its convergence with Information Science paradigms.	RDBCI	1678-765X	B1
(Ferreira & Guerra, 2018)	Management and Marketing in an Information Unit: information professional skills	Show that the contemporary information professional needs different profiles and skills, including management aimed at applying marketing tools.	INF. PAUTA	2525-3468	B5

Source: research authors, 2021.

The 6 (six) articles found are 100% in Portuguese, published in Brazilian journals in Information Science (n=5) and Marketing n=1), whose Qualis are A1 (n=1), B1 (n=2), B3 (n=1), B4 (n=1) and B5 (n=1). The Qualis impact factor was researched on the Sucupira Platform by the ISSN, considering the area of "Communication and Information" in the 2013-2016 quadrennium (Plataforma Sucupira, 2021). As for the temporal stratum, three (n=3) studies published in 2018 were identified, one (n=1) in 2016 and two (n=2) in 2014.

In the following item, a theoretical discussion was developed based on the 6 articles found and on key authors of Services Marketing, such as Wirtz, Hemzo & Lovelock (2020), Lovelock, Hemzo & Wirtz (2012), Kotler *et al.* (2020), Kotler (1978), Bax (1998), Merlo & Veja (2007), Amaral & Guimarães (2002, 2008), Batista *et al.* (2009), Szende & Dalton (2015), Sampson (2012), Jorge & Miyake (2015) Figueiredo (1991), Lancaster (1996), Libqual (2012), Frochot & Hughes (2000), Parasuraman, Zeithaml & Berry (1988) and Cook (2005).

THEORETICAL DISCUSSION

According to Kotler (1978, p. 20), Marketing "requires the offer of value

to someone, in exchange for value. Through exchanges, various social units – individuals, small groups, organizations, entire nations – get the inputs they need.” In the relationship between an Information Unit and the user, both gain informational value (Ferreira & Guerra, 2018).

According to Ottoni (1995, p. 1) Marketing in Information Units is defined as an “administrative management strategy in which all efforts converge to promote, with the maximum possible efficiency, the satisfaction of those who need and those who use products and information services. It is the act of exchanging goods and satisfying needs.”

It is noteworthy that traditional Marketing, in general, aimed at companies that involve the production of products, presents the Marketing mix or 4 Marketing p's (price, product, place and promotion) as strategies widely considered in Marketing actions (Lovelock, Hemzo & Wirtz, 2012). Marketing focused on services, on the other hand, weighs its actions by adding four more p's (processes, service landscape, people, and productivity) (Lovelock, Hemzo & Wirtz, 2020).

Damasceno and Mesquita (2014) present the definition of service marketing as activities aimed at investigating, obtaining, and serving customer demand. Also included are service development and promotion tasks. The authors identified that many libraries do not receive a high demand from users, although they have an enormous collection of periodicals, books, audiovisual materials, and state-of-the-art software to consult them. As a solution to this problem, they propose the application of the Service Marketing mix in libraries.

Focusing on the librarian as the main agent of an effective referral service, Cossich (2014) emphasizes the importance of quality for Marketing in Information Units.

Bragança *et al.* (2016) present the concepts of Marketing, creativity and innovation applied to Information Units and understand that Information Units have their own market and need to improve techniques, processes, products, and services through Marketing components.

Although the reference to Marketing is usually associated with the



optimization of a company's profit, it is also applicable in non-profit or public institutions in the management and improvement of services, contributing to the positioning of the institution's image, survival, and expansion of activities (Bragança *et al.*, 2016).

Gomes & Dumont (2018) sought in their study to identify the practice of educating users on the websites of university libraries through products and services that can be promoted in both traditional and digital environments. The authors found that the libraries of the Federal University of Alagoas and the Federal University of Minas Gerais are in transition processes regarding the use of digital technology to enhance the actions of education/training of information users.

Santos & Lubisco (2018) in research to discuss the development of Marketing and its convergence with the paradigms of Information Science, concluded that the harmony between Marketing and Information Science theoretically benefits both areas, having as a common objective information and the satisfaction of users in their informational demands.

Ferreira & Guerra (2018, p. 83) point out that "management and Marketing in Information Units are highly promising and dynamic market niches" and that the contemporary information professional must have different skills, including management focused on the Marketing. They emphasize that, like companies in general, libraries need strong Marketing, as success is the result of customer and user satisfaction. Emphasizing the importance of Marketing, the authors state that "although Marketing in information units is still little used, its existence should not be underestimated" (Ferreira & Guerra, p. 88, 2018).

Ferreira & Guerra (2018) refer in their study of two "P's", "Promotion" and "People", when they indicate that Marketing tools contribute to the promotion and dissemination of products and services, applicable in management proposals from the entire Information Unit, as well as highlighting the importance of updating and knowledge of information professionals in new management and Marketing strategies. The results of the study developed by



Ferreira & Guerra (2018) also showed that Marketing tools increase the reach of the dissemination of products and services in Information Units.

Next, the 8 P's of Services Marketing related to Information Units will be presented.

Products

Products are the central axis of a company's existence. In general, organizations use as a strategy to have core products or services in meeting the primary needs of customers. They also add complementary products or services that add value or help the customer in the efficient use of the main product (Wirtz, Hemzo & Lovelock, 2020).

In the context of Information Units, Gomes & Dumont (2018, p. 526) point out that, "through the social Web, the library can be used as an instrument both to offer new services and to innovate those that already exist. It includes, as an example, the training of users [...]." That is, blogs, wikis and electronic platforms can provide learning.

Assuming that one of the basic functions of Marketing is the identification of customer needs, products or services must be designed with this objective in mind. Therefore, the librarian must develop products and services based on information collected in contact with users. In other words, users' true informational needs, expectations and interests must be identified to "adopt marketing strategies with a commitment to quality, professionalism and ethics" (Damasceno & Mesquita, 2014, p. 1).

Place

"Place" refers to the distribution of products or services that can take place through physical or electronic channels. It can be a physical location, with the service of an employee or even a self-service equipment. An organization's website can be both a communication channel and a distribution channel. Channels such as phone, computer or smartphone app are also considered "Square." In this regard, speed of service, convenience of location and time



are determining factors in the distribution and delivery of efficient services (Wirtz, Hemzo & Lovelock, 2020).

In relation to electronic distribution channels, it is noteworthy that the Information Units can use technological resources in a broad way, providing resources, products and services, communication, and interaction with users through digital channels.

Gomes & Dumont (2018, p. 525) and Bax (1998) see the Web as “an essential resource in the interlocution of the library with its users, because if there is no such integration, even if it occurs gradually, the risk of the library disappearing due to the lack of users”. It is inferred, therefore, that electronic media are currently not just another distribution channel, but an essential channel to meet the needs of users.

In this sense, a website can be considered an instrument of communication or mediation between the library and the user. On the other hand, it is also a discourse instrument, as it provides services, products, information, documents, tutorials, and technological tools used for training users (Amaral & Guimarães, 2002, 2008; Gomes & Dumont, 2018).

Libraries can be understood in relation to digital technology as passive, active and interactive (Merlo Veja, 2007, Gomes & Dumont, 2018). Passive libraries use digital technology internally in the development of their activities. Active libraries use digital resources and electronic systems in internal activities, as well as offer information services/products to their users through the Web, such as communication, information and reference services and products, digital libraries, and repositories and tutorials. Interactive libraries, on the other hand, use technologies to receive and offer information through digital services. Interactive libraries design digital spaces that enable the exchange of information and knowledge with users (Merlo Veja, 2007, Gomes & Dumont, 2018).

Considering that the user needs certain information, but has insufficient knowledge to solve his problem, he consumes what the librarian chooses. In this sense, the distribution channels function as mediation tools in this process,



as well as to promote the offers available at the institution (Santos & Lubisco, 2018).

Price

As for the “Price”, Wirtz, Hemzo & Lovelock (2020) understand that payment is a fundamental part of the exchange of value. The price has different representations for companies and for customers. For companies, it is related to the revenue generated. For customers, they represent the costs they need to incur to obtain the desired benefits.

However, Lovelock, Hemzo & Wirtz (2012, p. 6) emphasize that “profit-seeking services differ from non-profits in terms of their goals, although both seek to create value for their various stakeholders”.

In information institutions, the “price” is not always applicable, as well as the generation of profit (Bragança *et al.*, 2016). However, the 8 P's of Service Marketing allow the creation of another category of value for the user through the quality of services, meeting their needs and guaranteeing their return (Ferreira & Guerra, 2018; Bragança *et al.*, 2016).

For Damasceno & Mesquita (2014), Marketing has similarities between for-profit and non-profit organizations. Among them, the fact that the former is customer-oriented, seeking to understand the needs of the target audience. In addition, Marketing has gained importance as an administrative function in non-profit organizations.

Batista sees the question of “Price” *et al.* (2009) as replaceable by other values.

It is possible, from symbolic values, to substitute the price and generate user satisfaction indicators. For example: use of the product by the reader, recognition, attention, or any other form of reward for the effort to meet the user's needs. The “value”, like the price, is a measure to assess the acceptance of the proposed product (Batista *et al.*, 2009, p. 92).

Therefore, it is not just the price that “pays” for the service provided, but how the user receives, uses, and behaves that expresses his interest and



satisfaction.

Promotion

“Promotion” strategies inform about products or services, persuade, and encourage the public to buy (Wirtz, Hemzo & Lovelock, 2020; Lovelock, Hemzo & Wirtz, 2012).

Ferreira & Guerra (2018, p. 89) understand that the role of Marketing in Information Units “is the promotion of activities, so that it meets the needs of users and, thus, justifies the existence of the library, while the return that satisfaction is seen as profit for the institution”.

Bragança *et al.* (2016) defend the use of Integrated Marketing Communication (CIM) to inform users, real or potential, about the existence of a file and its services. The authors understand that CIM contributes to the formation and loyalty of the public, as people only use what they know and like to be remembered and informed.

Information Unit Managers use Marketing to convince the public that their product is worth and deserves to be respected. However, it does not consult the user about its needs and “deceives itself when it thinks it is Marketing-oriented, when searching for the best advertising channels to inform and convince the resistant public to value its products and services” (Santos & Lubisco, 2018, p. 385). Even losing space to other communication channels, they do not understand that the problem is not with the user, but with the fact that the institution is not prepared and oriented towards the user (Santos & Lubisco, 2018).

Processes

“Processes” are considered an important part, as the creation and delivery of products requires the design and implementation of efficient processes (Wirtz, Hemzo & Lovelock, 2020, Lovelock, Hemzo & Wirtz, 2012).

For the customer, services are experiences and, in general, he does not observe the internal processes. For him what matters is that the procedure is



quick and meets his expectations. However, poorly designed processes result in customer dissatisfaction, as well as make it difficult for employees to perform their work well, leading to stress, dissatisfaction, low productivity, and risk of service failures (Lovelock, Hemzo & Wirtz, 2012).

According to Lovelock, Hemzo & Wirtz (2012) processes are designed and managed to create the desired customer experience. Processes can be understood as a service architecture that describes the method, the operational operating sequence of the services and how they are interconnected to create "value" for customers.

Szende & Dalton (2015, p. 208) understand that the "relevance of project improvements, among other service management techniques and quality assurance tools, is fundamental in the modern society based on services".

In this sense, it is evident that the use of design tools and graphical representation of flows in the service system are important for any category of institution whose objective is to improve the quality and efficiency of its services, including the Information Units. Management tools for process redesign range from the development of a simple flowchart with the sequence of activities to the use of more current tools, such as Service Blueprint and the Process-Chain Network (PCN) diagram (Lovelock, Hemzo & Wirtz, 2012).

The Service Blueprint is defined as an adapted flowchart of customer-focused supply chains or as a holistic map of a service system that allows providers to understand their operational processes (Szende & Dalton, 2015). The Service Blueprint is a strategic tool that has its value for being focused on the values and experiences interpreted by the customer (Sampson, 2012).

The Process-Chain Network (PCN) diagram is a tool that allows the conceptualization, visualization, and analysis of service operations, enabling the correction and improvement of processes. BCP analysis encompasses customer-company interactions such as: customer co-production, interdependencies between frontstage and backstage operations, interrelationships in multiple value networks, and so on. PCN analysis allows you to identify and visualize value propositions, portray tangible elements of service



provision, and identify characteristics of the current process and process alternatives (Sampson, 2012).

Thus, it is understood that the use of redesign and process management tools, such as those presented, collaborate with the efficiency of processes, adaptations for insertion of new services, allowing a constant improvement in the quality of services received by users.

Service Landscape

The "Service landscape" refers to the appearance of the place, layout, landscaping, vehicles, furniture, lighting, decoration, equipment, team uniforms, staff behavior in service, signage, printed materials, visual communication, among other elements that reflect the quality of the service (Wirtz, Hemzo & Lovelock, 2020; Lovelock, Hemzo & Wirtz, 2012).

The use of service marketing concepts in relation to the service landscape in Information Units can mean changes and improvements in physical aspects in such a way as to change the perception of its users in relation to the quality of the service provided. According to Santos & Lubisco (2014, p. 383) "this can mean designing better information systems, faster service, a welcoming environment, ease of parking, among other related benefits".

It is noteworthy that the service landscape is a strategic dimension, whether physical or through digital technologies, and should be thought of based on issues such as accessibility, usability, among others. In this sense, customer satisfaction can be compromised depending on the way the website operates, for example.

According to Jorge & Miyake (2015, p. 603) "Consumers interact with the website and their evaluation of the service process is influenced by their perception of this interaction, based on criteria such as usability, agility and security of the website". Therefore, the user experience in digital interfaces, whether platforms, websites, or smartphone apps, must be well adjusted to the type of customer.



People

Even with the countless technological advances, "People" are fundamental elements in many services, and factors such as the service, attitude, experience and skill, technical and emotional preparation and positive people skills of employees can represent a competitive advantage for companies (Wirtz, Hemzo & Lovelock, 2020).

Professionals working in Information Units must be prepared to acquire new communication skills, for example, through digital tools arising from advances in Information and Communication Technologies (ICTs) (Ferreira & Guerra, 2018).

However, Ferreira & Guerra (2018, p. 83) point out that "these new skills did not nullify the consolidated theories and fit into two professional profiles demanded nowadays: the information facilitator librarian and the knowledge creator librarian".

The need to learn and acquire new knowledge is common to any profession. No different, Information Unit professionals need to improve in a market that demands increased specificity. Thus, knowledge of Electronic Document Management (EDM), digital preservation, Big Data, cloud document storage, digital collections, knowledge of Marketing and Digital Marketing are among the new demands for these professionals (Bragança *et al.*, 2016).

Productivity

"Productivity", quality management and actions for customer and user loyalty must be included in the management strategies of Information Units. Currently, the use of metrics makes it possible to monitor the relationship between the resources used and customer satisfaction indices (Wirtz, Hemzo & Lovelock, 2020).

Figueiredo (1991, p. 124) understands that Marketing in Information Units



uses an approach where effectiveness is placed “on a higher plane than efficiency, without abandoning, however, the goal of efficiency”. With this, it ensures an efficient use of the services/products of the information system.

Bragança *et al.* (2018) understand that the performance in Information Units can be measured by the result of their activities, such as the expansion of their activities, the increase in service, the diversification and relationship of their audience, the success of products and services and in the positioning of the institutional image.

The Ranganathan Laws propose that in libraries some aspects must be considered for the assessment of the quality of services, such as: focus on accessibility (1st Law); focus on availability (2nd Law); focus on dissemination (2nd Law); focus on efficiency (2nd Law); and focus on adapting to new conditions (2nd Law) (Lancaster, 1996).

According to Lovelock, Wirtz & Hemzo (2012), the best service companies plan customer service processes, standardize procedures, implement service quality management, train employees, automate tasks and adopt quality controls.

In the context of Information Units, a quality management tool stands out: LibQUAL+®. LibQUAL+® was developed by the Association of Research Library (ARL) in partnership with Texas A&M University (TAMU), with the collaboration of researchers Cook, Thompson & Heath, developers of the SERVQUAL methodology (Cook, 2005, Libqual, 2012). The SERVQUAL methodology qualitatively and quantitatively analyzes the degree of customer satisfaction (Parasuraman, Zeithaml & Berry, 1988), is commonly used in the organizational sphere and is “considered a generic measurement tool that can be applied in a wide spectrum of service sectors” (Lovelock, Hemzo & Wirtz, 2012, p. 480).

LibQUAL+® has 22 questions (as in SERVQUAL), plus 5 additional questions on a five-level scale: minimum, desired, perceived, adequate and superior. The questions are distributed in three dimensions: Affective value of the service,



Information control and Library as a place (Cook, 2005, Libqual, 2012).

This library-level research tool serves to compare and evaluate services longitudinally for benchmarking purposes, as well as to identify best practices (Cook, 2005, Libqual, 2012).

HISTOQUAL is another service quality measurement tool remodeled from SERVQUAL for the context of historic houses and museums. HISTOQUAL comprises twenty-four items grouped into five dimensions (responsiveness, tangibles, communication, consumables, and empathy) (Frochot & Hughes, 2000).

Quality has been the focus of any marketing strategy for service companies, as “high service levels are seen as a means for an organization to achieve a competitive advantage and position itself more effectively in the market” (Frochot & Hughes, 2000, p. 157).

Considering the Information Units, “quality” is the “satisfaction of the informational needs of users” Cossich (2014, p. 27), not only through a cut service, but acting above the expectations of users.

According to Kotler *et al.* (2020) companies must have established means for collecting relevant information from their customers and/or users, as well as ensuring the strategic use of this information as a form of competitive intelligence.

FINAL CONSIDERATIONS

Initially, it was evident that Information Units are institutions that provide services such as archives, documentation centers, memorials, museums, libraries, reference services and other documentation and information service units whose objectives are the custody and preservation of collections, ensuring their access to society.

The objective for the development of this article was to identify, through the literature, how the Marketing of services can contribute to the quality of services provided in Information Units.



It is considered that this objective was achieved, as it identified through the literature that Service Marketing can contribute to the improvement of services offered by Information Units through the strategic application of the dimensions of product, place, price, promotion, landscape of service, processes, people, and productivity in the context of action of the Information Units.

Thus, it was concluded through the literature that the observation of each of these dimensions in the management of Information Units would allow:

- The proposition of main and secondary products or services that increase the range of possibilities for meeting the demands of users.

- The expansion of distribution channels to digital environments that would facilitate access.

- Even if Information Units are non-profit institutions, the price dimension can be rethought as an exchange of values between client and institution.

- Promotion actions must be constantly used so that structures are known and used by users. Several actions can be taken, either through social networks or in the institutions themselves.

- The service landscape is a strategic dimension (be it physical or through digital interfaces).

- Well-designed processes and the use of process redesign tools improve efficiency, service quality and user satisfaction.

- People are the bridge between the user's needs and the institution's objectives, which is why they must be well trained, constantly qualified and aligned with the organization's values.

- Productivity maintains a close relationship between quality and the satisfaction of everyone involved. Quality management methodologies such as LibQual and HISTOQUAL generate metrics regarding customer satisfaction and make it possible to trace improvement actions.

However, the studies found in the systematic search did not address procedures for improving processes, adopting automation, or using process



redesign tools. With that, it is inferred that the processes can be a variable little explored by the Information Units.

As a limitation of the study, the small scope of the literature review is highlighted, which culminated in a scarce number of studies dealing with the Marketing of Services in Information Units, due to the researched database. Thus, it is suggested for future studies to expand the literature review to international and specific bases of CI and MKT, plus practical application in the context of real cases, such as Service Marketing planning for a specific case, studies that address the application of process design tools or quality and user satisfaction metrics.

It is also understood that this Literature Review contributes to the contextualization, analysis, and synthesis of the application of Service Marketing P's in Information Units. This contributes to the dissemination of this knowledge both to the scientific community and to society.

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