Research Article

Hybrid libraries and the development of society

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ABSTRACT

Introduction: The distinctive and fundamental libraries' properties are changed over time, and some of these changes reflected in the nomenclature used to refer to the characteristics of the libraries. This is the case of the traditional and hybrid libraries. This research defends the thesis that hybridity paradigm for libraries stagnated in the 1990s, however, the library management changed, because of their communities' needs. **Objective**: It aimed to follow the sociocultural trajectory of the concept of hybrid library. **Methodology**: The study is qualitative, exploratory, and carried out a theoretical-epistemological and field research. It used the Multimodal Discourse Analysis as research method. The Bibliographic Research was used as a tool to collect data in specific and related Information Science databases. The Field Research was used as a tool to collect data in hybrid library environments placed in the State of Missouri, United States of America. **Results**: As partial results, was possible to identify that hybridity should be understood beyond its physical infrastructure, as a representative factor to develop communities. The concept of hybridity is inserted in the context of systemic organizations, presupposing an open environment action and administrative junctions, conjecturing micro and macro informational spaces. **Conclusion**: The hybridity promotes ways to use technology in favor of a collective intelligence, approaching knowledge networks, which can bring new perspectives to the libraries.

KEYWORDS

Hibridity in libraries. Concept of hybrid library. Social development.

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Bibliotecas híbridas e o desenvolvimento das sociedades

RESUMO

Introdução: Mudanças distintivas e fundamentais ocorridas nas bibliotecas ao longo do tempo refletem na nomenclatura utilizada para se referir às suas características. Defende-se a tese de que o paradigma da hibridez para bibliotecas se estagnou na década de 90, diante da aplicabilidade da tecnologia, contudo a gestão atual não se detém neste fator, mas na proximidade existente com as suas comunidades. **Objetivo**: Acompanhar a trajetória sociocultural do conceito de biblioteca híbrida, embasada na análise discursiva das novas perspectivas de existência de um contributo social, a fim de propor um conceito

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que integre a formação da complexidade, conhecimento e inovação. Metodolgia: Pesquisa qualitativa, explicativa e exploratória, de caráter teórico-epistemológico. O método utilizado foi a Análise do Discurso Multimodal. Como ferramentas de coleta de dados, utilizou-se do rigor da Pesquisa Bibliográfica, para a coleta em bases de dados específicas e correlatas à área da Ciência da Informação, e a Pesquisa de Campo, para coletar dados em bibliotecas híbridas do Estado do Missouri/EUA. Resultados: Foi possível identificar que a hibridez deve ser compreendida para além de sua estrutura física, como fator de representatividade para o desenvolvimento de comunidades. O conceito de hibridez se insere no contexto das organizações sistêmicas, pressupondo um ambiente de atuação aberto e de junções administrativas, conjecturando espaços informacionais micro e macro. Conclusão: A hibridez confere novos modos de se utilizar a tecnologia em favor da constituição de um coletivo inteligente, Apr.angendo redes complexas de saberes, que podem se unir e trazer diferentes olhares para as bibliotecas.

PALAVRAS-CHAVE
Hibridez em bibliotecas. Conceito de biblioteca híbrida. Desenvolvimento social.

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JITA: DO. Hybrid libraries.

1 INTRODUCTION

The context of discussing hybridity in libraries seems to be increasingly necessary nowadays; however, the concept made available in the literature of the Information Science area seems to have stagnated more than thirty years ago, in the 1990s. On the other hand, libraries nowadays seek to manage their communities, with possibilities of approaching and meeting the needs that emerge for the sake of improvements to the sociocultural scope of the regions. In this approach, the hybrid libraries would unfold in policies that would contribute a lot to the local public management, testifying a convergence of structural elements, both in the micro and macro environments. Thus, in this growing and important construct between libraries and their communities, it becomes essential to search for an innovative concept regarding hybridity and its actions, which may impact human and institutional development. Therefore, this study started from the premise that, by looking at the complexity present in society, this would directly impact the reality of hybrid management in libraries, and innovating could be an answer for the full insertion of the information units in the center of their communities. Thus, the identification of new concepts regarding hybridity could be an important step to be constituted in the recognition of libraries in the daily life of their localities. Previously, the concept of hybridity in libraries was given by the implementation of technologies in the internal environment of these information units. Nowadays, it is hard to find a totally traditional library that does not have at least one computer, and, based on the idea that the hybrid library comes from the convergence of technologies, it would be hard not to put the term to most libraries. But, at the time of the elaboration of the hybrid library concept, this was not a reality. It is hypothesized then, that a concept proposed more than thirty years ago for hybrid libraries should be followed to review innovative features with complex action proposals that integrate local management, the environment, the community, and its cultural sociopolitical structures.

Therefore, the goal of the study was to present a concept that follows the socio-cultural trajectory of hybrid libraries, based on the discursive analysis of the new perspectives of existence of a social contribution that integrates both the formation of complexity, and the innovations present in today's society. We sought then, to discuss not only the involvement of technologies in libraries (as seems to be the common sense of hybridity in this field), but also the way in which the hybrid library could contribute to the development of communities, in order to integrate a wider dialogue between individuals and public management.

2 HYBRID LIBRARIES

Throughout its development, it is noted in the literature that librarianship practices primarily privileged, as a fixed object of work, the information recorded in conventional media. With the impulse of the Information and Communication Technologies, the area of Librarianship has inserted itself in a conceptual paradigm destined to material and immaterial information, that is, such technologies brought transformations in the organizational practices and established spaces of integration between the elements of traditional and digital libraries.

The concept of hybrid library was coined by Sutton (1996), designating the coexistence of traditional and digital collections in libraries, which has remained the core of the hybridity concept in the literature of the field of Information Science.

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Pinfield (1998) pointed out that the goal of the hybrid library is to create an integrated library to allow users to move easily between print and electronic information resources, both local and remote. Therefore, "the challenge associated with hybrid library management is to encourage resource discovery and end-user use of information, in a variety of formats and from a variety of local and remote sources, in a seamlessly integrated manner" (PINFIELD et al., 1998, p. 1). The hybrid library should not be seen as a transitional phase between the conventional and the digital library, but as a model for long-term improvement, focused on the interests of users.

The terminology hybrid library refers to a stage of information provision, i.e., "[...] the broader entity of resource sharing, geographically dispersed" (OPPENHEIM; SMITHSON, 1999, p. 100), in addition to a particular entity, in this case, the library building. In this place there is a convergence of the action of information professionals, as well as of the forms of institutional communication, so that the information reaches the user. For Oppenheim and Smithson (1999), hybrid library projects should focus on the need to integrate what has been recently made available, promoting, to users, access to these contents. In the hybrid library "[...] the presentation of e-resources to users and developments must fit into the library's macro-environment. The hybrid library will simply present a different interface to the user" (OPPENHEIM; SMITHSON, 1999, p. 237, our translation). As Oppenheim and Smithson (1999) point out, a simple way to define a hybrid library is by designating it as an integration space between traditional and digital libraries. In this way, it is understood that one of the characteristics of these institutions is the convergence of analog and digital technologies in the environment of a social equipment. Hybridity in libraries designates social equipment that integrates aspects of traditional and digital libraries. It is understood that a hybrid library works with complexity, ways to acquire materials, ways to access information, ways to retain materials, and ways to preserve information at micro and macro levels of the organization, seeking to offer products and services that are appropriate to the characteristics of each community. Makin and Craven (1999) emphasize the formation of computer and Internet networks, as well as of people in a physical environment, in order to provide the sharing of information on a large scale in hybrid libraries.

In the hybrid library there is "[...] a wide range of new and interesting jobs for staff, regardless of their educational background" (FIND, 1999, s.p., our translation). As a professional working at the intersection of different realities that converge to access information, with the support of information technologies, the librarian needs to know how to work with information recorded in different media.

This requirement is in line with part of the definition of the hybrid library, which is a place that offers both print and electronic services. The hybrid library is more than an actual physical entity, that is, it is "[...] a cross breed that aims to meet the needs of the new learning environment" (GARROD, 2001, p. 191, our translation), having an eye fixed on the future, but fixing on current practice.

The idea of hybrid libraries includes the importance of better understanding user needs and behavior and information competence. This should be part of the work of different library departments so that library professionals can act in a way that recognizes the potential of the hybrid library (EDWARDS; WYNNE, 1999). Thus, for the hybrid library environment to cater for all users, social differences need to be recognized by library management, and for these places to offer a diverse range of information sources, creating new ways of communicating and disseminating findings, to facilitate discussion about the information received (HAMPSON, 1999). It is, therefore, a continuous learning

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space in which employees and users need to acquire a variety of skills to deal with the keen information.

Marcas et al. (2000) state that the hybrid library is a mix between the traditional and the digital library, taking into consideration the traditional library collections as well as those available in different electronic media. Therefore, the elements of the digital library serve to increase the means of performance of conventional libraries, bringing into hybrid environments electronic and analog sources used side by side.

Thus, "the hybrid library and the hybrid information professional can be interpreted as survival strategies in response to a changing environment" (GARROD, 2001, p. 187, our translation). According to Garcez and Rados (2002, p. 45), "the name hybrid library should reflect the transactional state of the library, which today can be neither completely print nor completely digital. Thus, the products and services offered to users require quality, adding value to the community when adapted to the diversity of individuals the library serves. Therefore, the role of hybrid libraries is "[...] to identify small groups of users and offer more specialized value-added services, with great flexibility and creativity in their realization and form, through the diagnosis of what the user wants, performed in an ongoing way" (GARCEZ; RADOS, 2002, p. 46). "The idea behind the hybrid library label is not new and was expressed by researchers who recognized the need to bring together all available types of information resources in order to arrive at a fully interconnected information environment" (BREAKS, 2002, p. 100). In this way, the hybrid library maintains its traditional and digital holdings, using the Web as an additional delivery mechanism where users can access electronic information while also locating relevant physical resources.

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Hybrid library working models aim to integrate a wide variety of traditional and new library resources as seamlessly as possible, through both print and digital meta-information. From this perspective, "the term 'hybrid library' is a label to help build thinking about how libraries are developing" (BREAKS, 2002, p. 107, emphasis added, our translation).

According to Baker (2004), in such libraries there is the work of librarians who anticipate the production and organization of their various collections, according to the users' information needs and the organization's institutional policies, converging in the same collection different themes, types of supports and information resources.

Villa Barajas and Alfonso Sánchez (2005, p. 12) point out that "the motivation behind the concept of hybrid libraries lies in the need for the library institution to face the demands of society, confronting its users with digital information. Therefore, what is at stake is access to information on a large scale.

For López Jiménez and Alfonso Sánchez (2005), hybrid libraries are models of libraries in which the user, through a Web interface, pages, or computer screen, can access digital resources. Such access occurs through Internet searches, primary sources (electronic journals, digitized materials), secondary sources (databases, CD-ROMs), catalogs (local Online Public Access Catalog (OPAC), consortium catalogs), access to publishers and bookstores, commercial intermediaries, and real-time information services. Thus, the authors consider that "the name hybrid library is the most appropriate in the transition from traditional to virtual, because, without giving up the printed documents, it transits from digital to virtual" (LÓPEZ JIMÉNEZ; ALFONSO SÁNCHEZ, 2005, p. 11), keeping physical and virtual spaces in its structure.

It can be stated that hybrid libraries aggregate different technologies and information sources, converging products and services that use technologies as strategic tools to unite the best part of the scenario of printed resources and the digital medium. Therefore, it is inferred that the "[...] informational diversity that the hybrid library contains translates into the creation of an interface capable of integrating the different formats that the traditional library has, added to the new digital formats" (MONTEIRO et al., 2006, p. 6).

As Ramírez Céspedes (2006, p. 3) points out, to speak of a hybrid library is "to say of an intermediate environment between the traditional library and the virtual library, in which both formats coexist, and there may be traditional services as well as digital environments. In this context, hybrid libraries are only possible when the institutional structure works together with the professionals working in the institution, in order to build access and intelligent use of information.

Orera-Orera (2007, p. 330, our translation) says that a hybrid library is "a mixed entity, where traditional documents coexist with digital information and services that take place in the physical premises of the library, along with others offered via the Internet. Therefore, these libraries serve both in-person and remote users, being a sum of the real and the virtual. For Orera-Orera (2007), some relevant aspects of these libraries are: 1) the new role of the librarian, whose importance is increasing due to the large amount of existing information and the need to treat it with defined quality criteria; and 2) the information management, which requires the offer of diversified training to cover the diversity of professionals required in the distinct roles performed by the libraries.

Miranda, Leite and Suaiden (2007/2008) describe that, in the context of hybrid libraries, the physical libraries continue to exist, although supported by the most advanced technologies, supporting the new networked services, and disseminating contents by means of document accessibility. For this reason, Koltay (2008) considers that hybrid libraries are often identified as digital libraries.

According to Vuren and Latsky (2009), hybrid libraries are where information professionals develop their true role, as they need to make past content available and accessible to all. As such, hybrid libraries need to "[...] increasingly consider the possibilities and opportunities for contributing content through the creation and management of institutional repositories" (VUREN; LATSKY, 2009, p. 5, our translation).

Corrall (2010), Arora (2008), Weber (2004), and Hampson (1998) again highlight that hybrid libraries promote access to traditional, paper-based information as well as electronically mediated resources.

According to Pinto and Uribe Tirado (2012), the hybrid library is constituted not only by aggregating analog and digital technologies of information treatment and dissemination, but also by developing activities that meet the individual profiles of the multiple users of the institution. It is understood that the concept of hybrid libraries goes beyond the juxtaposition of technologies, bringing a vision of user and employee training, as it considers their different contexts of living and working, contributing to the formation of informed individuals who know how to use new technologies. The hybrid library is, then, one that facilitates access to its collections and provides information services and hybrid training programs (face-to-face learning or mediated by ICTs in virtual learning environments), seeking to respond to the different needs and profiles of multiple users (PINTO; URIBE TIRADO, 2012).

Santa Anna (2014) highlights that hybrid libraries predate digital libraries, designating themselves as mediators between analog and digital libraries, favoring the diversity of services offered both in a physical environment (face-to-face performance)

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and in a digital environment (remote performance). "This new concept of library extends to traditional units that are on their way to automation and computerization of their products and services" (SANTA ANNA, 2014, p. 9-10). For Santa Anna (2015), hybrid libraries would be characterized by having different resources to enable the storage, processing and dissemination of documents managed by the institution. The author highlights that the hybrid library terminology is related to the emergence of digital libraries.

Thus, the structure of the hybrid library "[...] interweaves all concepts into a single thought, and creates a new version of library, which uses technologies and enjoys a digital collection, but also maintains the traditional format by providing a physical collection" (CAVALCANTE; BRITO; VLAXIO, 2016, p. 48).

In congruence with Orera-Orera and Pacheco (2017), hybrid libraries are characterized as new models of libraries, emerging in the so-called Information and Knowledge Society, and represent the predominance of new technologies, globalization, and the increasing volume of information in electronic format.

Fowke (2019) argues that hybridity can be observed when the library macroenvironment works with an intergovernmental aspect, that is, libraries that combine characteristics of public institutions and private associations. The material benefits of this combination are the tangible goods and services offered to the local public. Thus, a distributive library policy must be followed, in line with the Federal Government, facilitating cooperative activities, through the adoption of technologies such as the Internet, social media, and printed resources.

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3 METHODOLOGY

This research is characterized as qualitative in nature, explanatory and exploratory and theoretical-epistemological in nature. The Multimodal Discourse Analysis (MDA)[1] method was chosen to contribute to the field research. The Bibliographical Research was used as a tool for data collection and analysis, in order to identify part of the discursive corpus to be worked on in the proposed construction of the concept.

Multimodal Discourse Analysis (MDA) was applied in two distinct phases: analysis of the concepts raised in the literature and field research in the hybrid environment. The bibliographic research was exhaustively carried out in prominent references in the field of Information Science, such as: Information Science Database (BRAPCI); Library Information Science Abstracts (LISA); Web of Science (WoS; SciVerse Scopus); Sociology Research Database (SocINDEX); and in the Parthenon Catalog, which covers the collection of Brazilian universities. The search used the following descriptors: "library" OR "hybrid library" AND definition OR development OR concept OR definition OR development OR concept. It is noteworthy that the data collected was sampled by random drawing, since it was necessary to make a cutout that was configured as a part of the result, with the purpose of demonstrating the actions taken at this point in the research.

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[1] The methodological basis of ADM, that is, the theoretical contribution in which the data were analyzed, stems mainly from authors such as Budd (2006), Kress (2010), Forceville (2009), Foucault (1971, 2002), Morales (2018) and O'Halloran (2011), who highlight the Discourse Analysis for the analysis of social practices. Moreover, in addressing the possible ideological constructions of the presented content, the study was based on the ideals of Pêcheux (1969), in order to analyze the utterances in terms of author, place, object, belief, and historical moment.

The field research was carried out by means of a stay in the hybrid environment, with data collection being done through participative observation and the application of an interview to the head librarian of a North American hybrid library (which we will call here Bp1), located in the city of Memphis, State of Missouri, USA. The interview had thirteen (13) open questions and focused on the physical structure aspect (technology), as it is understood that this is the first moment of the introduction of hybridity in libraries, versus public management, second moment, encompassing the types of development in society and its relationship with micro and macro environments.

To carry out the ADM, the following categories were listed, after the Bibliographical Research: institutional space in which the discourse bases its statements; who is given the right to speak, and situations that incited the discourse; practical field in which the discourse is developed and positions in which the concepts place their subjects; what is recognized as valid and what the concept may exclude or highlight; and correlations between hybrid libraries, their typology, and the types of development present in the public sphere.
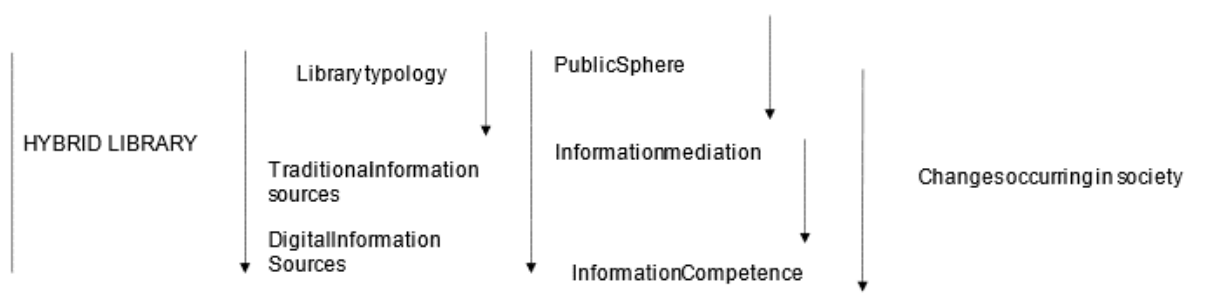
4 RESULTS AND DISCUSSIONS

Among the statements that make up the binary position of the concept of hybrid library - technological convergence and types of development / education in the public sphere - the historical changes that permeated the purpose of these statements in relation to its users (whom the author thought to give the right to speak) and the situations that incited the development of these discourses are emphasized. The first statement surveyed in the literature on hybrid library (SUTTON, 1996); and that of Fowke (2019), the last statement found in the literature survey, are worked on. The utterances, together with their discourse analysis, follow below:

ENUNCIATED OF SUTTON (1996, p. 125): *"It defines a typology of library types ranging from the traditional to the digital in order to explicate shifts in human/machine intermediation and issues of access to both primary and secondary information. It flames developments in the emerging consultative, value-added model of service that will dominate the digital library in the context of the typology."*

Discourse analysis:

Paraphrase: "The hybrid library is a typology of library that works with traditional and digital information sources in order to make explicit the changes in human/machine intermediation that have occurred in society, in addition to the varied information access media of the public sphere. The concept identifies information access as a service to be mediated by information professionals in order to make individuals competent in the context of digital libraries" (our translation).

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Figure 1. Hybrid library concept in the face of changes in society

HYBRID LIBRARY

Library typology

PublicSphere

TraditionalInformation sources

Informationmediation

Changesoccurring in society

DigitalInformation Sources

InformationCompetence

Source: Prepared by the author, based on the content proposed by Sutton (1996).

Figure 1 represents the linguistic hyper domain of the term hybrid library in relation to the semantic domains of Sutton's (1996) statement. Thus, the hybrid library hyper domain has as domain 1 the library typology, the traditional information sources, and the digital information forms. Following this line of thought, domain 2 highlights the public sphere and its subdomains: information mediation and information competence.

This set of domains brings about domain 3: who is given the right to speak, and situations that incited Sutton's (1996) discourse - the changes occurring in society. In view of the changes in society, the concept of hybrid library can be perceived (Figure 1) from the understanding that information sources become convergent in all and any type of library, influencing the public sphere of the environment of these institutions. Through processes such as information mediation and information competence, the work of these libraries can be perceived in face of the changes in society.

Metaphors: a) "*The hybrid library is a typology of library that works with traditional and digital information sources, in order to make explicit the changes in man/machine intermediation that have occurred in society, besides the varied means of access to information in the public sphere*". - This implies that the hybrid library is a **type of library,** that is, an institution with specific characteristics, which must be worked out in such a way as to meet the needs of a given public. It emphasizes as a **characteristic element of this location the convergence of technologies,** stressing the need to develop products and services according to the information needs of the communities with which this institution works. b) "*The concept identifies information access as a service to be mediated by information professionals, in order to make individuals competent in the context of digital libraries.*" - It highlights as characteristic elements of the hybrid library the **informational access**, as well as the **mediation of information-by-information professionals**, highlighting the need to make users competent in the use of technologies.

Regarding context: A faculty member produced the statement active in U.S. Library and Information Science universities. The lecturer also held the position of dean in one of the universities where he worked. At the time, the USA was going through an educational reform in order to turn its teaching towards the labor market. It must be emphasized that the USA considers the service developed by researchers as a profession. The path taken in the author's career has enabled his experience with the history of library science, which has gone through several paradigm shifts until the idea of hybridity was reached. Because he works so much with the convergence of technologies and teaching-learning, the author ended up bringing, in his statement, both positions to the performance of the hybrid library in society.

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<u>Right to Speech:</u> The statement turned to university libraries and the ways in which the information professional can work with the various types of information media available in society in order to promote access to information in these institutions. It can also be seen that the statement addresses the fact that, at the time, access to information in universities was restricted in terms of technology and databases. Therefore, there was a need to increase the informational core of these researchers in order to assist them in developing their research.

In this way, we have that:

(a) "[...] typology of library that works with traditional and digital information sources" - refers to element 1. convergence of technologies.

b) "[...] explain the changes in the man/machine intermediation that occurred in society, besides the varied supports for access to information in the public sphere" - refers to items 2. user study and meeting the informational interests of communities and 8. flexibility and environment management.

c) "[...] the informational access as a service to be mediated by information professionals" - refers to items 3. training of generalist teams, 4. multidisciplinary team, and 7. greater possibilities of access to information.

d) "[...] to make individuals competent in the context of digital libraries" - refers to element 9. promotion of information competence.

Excluded elements: 5. librarian as an institutional leader, 6. interactivity among users, 8. flexibility and environment management, 10. differentiated macro-environment design and architecture, and 11. public/private relationship.

We worked with the hybridity elements: 1. convergence of technologies, 2. user studies and meeting the informational interests of communities, 3. training of generalist teams, 4. multidisciplinary team, 7. greater possibilities of access to information, 8. flexibility and management of environments, and 9. promotion of information competence.

ENUNCIATED OF FOWKE (2019, p. 236): *"Library testimony highlights the ways in which libraries are hybrid, public/private institutions. Thus, in some areas (such as library funding or intellectual property), libraries are like private associations: They testify to protect interests that are library specific. In other areas (such as government information), libraries are more like governmental agencies: They testify as a partner and stakeholder in specific government programs, policies, and benefits. And in yet other areas (such as privacy), libraries are more like issue-oriented advocacy groups: They testify to engage their peers and patrons while organizing these constituencies to effectively advocate for public goods."*

Discourse analysis:

<u>Paraphrase:</u> "Hybridity in libraries can be understood by the way these organizations combine characteristics of public and private institutions. For example, at the same time that a library is able to receive funding to work with specialized services, it can also be characterized as a government agency, that is, act in accordance with government policies and actions. A library is an institution that has the potential to hold, in its infrastructure, private collections together with public goods" (our translation).

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Figure 2. Discourses concerning the macro-environment of hybrid libraries

Source: Prepared by the author, based on content proposed by Fowke (2019).

Figure 2 represents the linguistic hyper domain of the term hybrid library in relation to the semantic domains of Fowke's (2019) statement. The hybrid library hyper domain has as domain 1 the combination of features, public organization, and private organization. Domain 2 refers to who is given the right to speak, and situations that incited Fowke's (2019) speech - the macro-environment of libraries.

Metaphors: a) *"Hybridity in libraries can be understood by how these organizations combine characteristics of public and private institutions*. - It implies a new way of understanding the term "hybridity" for libraries, highlighting as a hybrid library one that has characteristics of both public and private institutions. Part of this conceptualization are the elements **type of funding, types of resources that are part of the collection, and communities with which the library works.** b) "*By way of example, at the same time that a library is able to receive funding to work with specialized services, it can also be characterized as a government agency, that is, act in accordance with the policies and actions of the government".* - It deals with exemplifying the elements "type of funding" and "communities with which the library works". The author emphasizes **that the products and services developed by the hybrid library must be in line with its mission and vision,** that is, with the information needs of the public for which it was designated. c) "*A library is an institution that has the potential to hold, in its infrastructure, private collections together with public goods".* - It exemplifies the element "types of resources that are part of the collection". Here, one considers the **convergence of analog and digital technologies**, the financing of these materials, and the possibilities of access to information that the library can offer.

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Conditions of production: a) The utterance was produced by the librarian of a US university library, who works on the digital collection of the institution's Law course. b) The discourse was written, not spoken.

Regarding context: The university at which the author works is characterized by being public and, in addition to the Law collection, it has materials that cover the other courses it offers. Hybridity, in this way, can be understood as the convergence of particular collections accompanied by the university's general collection - complex thinking. We reinforce the idea that, in the USA, the financing of higher education is mixed, that is, even if a university is public, the student needs to pay a monthly fee to be a student of the institution. This scenario impacts the collection development of universities and, consequently, of university libraries, which can be designated both public and private. The author of the statement works mainly supervising collections and offering courses to train users in the use of digital collections. In this way, the vision of convergence of technologies is given by the author to the concept of hybridity, in line with the ideal that

hybrid libraries should impact on the development of their communities, according to the current legislations in public management.

Right to Speech: The statement turns to the environment of university libraries, emphasizing the forms of funding for the development of the products and services of these locations - public and private. Throughout the text, the author emphasizes that the library's infrastructure will impact the fulfillment of its mission and vision, which will show whether the information professionals are achieving the proposed goals. In addition to information professionals, the statement emphasizes the importance of the library considering its communities to develop institutional policies. Therefore, the user is an important subject when delimiting the concept of hybrid library in this statement.

Thus:

(a) "[...] how these organizations combine characteristics of public and private institutions" - refers to the elements 1. convergence of technologies, 10. differentiated macro-environment design and architecture, and 11. public/private relationship.

b) "[...] at the same time that a library is able to receive funding to work with specialized services, it can also be characterized as a government agency, that is, act in accordance with the policies and actions of the government" - refers to the elements 7. greater possibilities for access to information and 8. flexibility and environment management.

c) "A library is an institution that has the potential to hold, in its infrastructure, private collections together with public goods" - refers to the elements 2. user study and meeting the informational interests of communities, 4. multidisciplinary team and 6. interactivity among users.

Excluded elements: 3. training of generalist teams, 5. librarian as an institutional leader, and 9. promotion of information competence.

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We worked with the hybridity elements: 1. convergence of technologies, 2. user studies and meeting the informational interests of communities, 3. training of generalist teams, 4. multidisciplinary team, 7. greater possibilities of access to information, 8. flexibility and management of environments, and 9. promotion of information competence. Sutton (1996) excludes elements 5: librarian as an institutional leader; 6: interactivity among users; 10: differentiated macro-environment design and architecture; and 11: public/private relationship.

As for Bp1, it is a public library, located in the city of Memphis, which is part of the Memphis Public Libraries System. In all, 18 libraries are part of this system. Bp1 came about as a plan to expand the central library of the Memphis Public Library System. The idea was to build an even bigger library, aiming for a "library of tomorrow" that could not only meet the immediate needs of the community, but also adapt to future changes. In this description, it is already possible to observe an ideal of hybridity, that is, the convergence of technology and economic development.

Chart 1. systematizes the aspects of hybridity perceived in Bp1.

Chart. Aspects of hybridity listed in Bp1

Library structure/service	Aspectos de hibridez
Collection Development	- Convergence of technologies; - Adequacy of the collection to the target audience; - Emphasis on the need to work with updated documents.
Database Selection	- Exchange and sharing of data between libraries; - Providing access to a wider range of information; - Presence in social networks.
Creation of local files/databases	- Gathering and availability of a wide range of digitized and printed material resources; - Offering services on both analog and digital platforms.

Virtual tour	- Ideal that all products and services offered in the physical space should also be present in the digital.
Interlibrary data exchange	- Increase of the physical collection; - Increase of the digital collection.
Staff and user training	- Online and on-site training opportunities; - Focus on the human, social and customization of services, according to the demands of the public.
Services for immigrants, refugees, and English language learners	- Establishment of partnerships between the library and other institutions; - Social assistance to communities.
Gamification	- Reality of the virtual space inside the library's business.
Outreach to the surrounding community	- Approach to the institution's micro and macro environments; - Establishment of partnerships and dissemination of information to a wide audience.
Support for local businesses	- Addressing the micro and macro environments of the institution; - Social work; - Establishment of partnerships; - Dissemination of access to information.
Agenda 2030	- Human development; - Social development; - Cultural development; - Sustainable development; - Interference in the public sphere, through the services and products offered.

Source: Prepared by the authors.

Regarding the interview transcript, the first question revealed that the decision in **| 13** choosing physical or digital books is based on the following criteria:

- o Need of the audience, current and future.
- o Need for breadth, depth, and variety of the collection.
- o Accuracy - information is current, correct, and, as far as possible, free of unfounded or irrational biases. Opposing viewpoints are represented in the total collection.
- o Authority and reputation of authors and editors.
- o Favorable reviews from subject matter experts.
- o Appropriateness to the target audience.
- o Title recognition, such as award-winning or classic material.
- o Local or regional importance.
- o Inclusion in indexes or biographies.
- o Style of expression - the style, when appropriate to the content and the target audience, facilitates understanding.
- o Satisfactory format:
  - For printed material:
    - o Appropriate size, format, typography, design, paper quality, and binding for the content and intended audience.
    - o Where appropriate, whether the material contains illustrations, indexes, maps, tables, bibliographies, and other useful information.
  - o For non-print media types:
    - o Type of media appropriate to the content, the target audience, and the purposes for which the materials will be used.
    - o Individual quality standards, appropriate for each media

type.

- o The most suitable Edition:
  - The latest edition is usually the one selected.
  - For cataloged books, the hardcover edition is preferred over the paper bound. When many copies of the same book are needed, or when an individual item does not have much circulation, the paperback binding is preferable.
- o Cost - the price of an item is considered in relation to its significance in the collection.
- o Number of copies - multiple copies are purchased based on balancing the needs of the community and the collection.

It is possible to notice the hybridity in relation to economic and social developments, since the institution: 1. works with the convergence of technologies, 2. seeks to adapt its collection to the target audience and 3. emphasizes the need to update the documents of public access.

Regarding question 2, concerning the selection of databases by Bp1, it is noted that the institution has access to a wide variety of databases through the State of Tennessee's Tennessee Electronic Library. This library has a collection of databases available to libraries in the State of Missouri.

Additional databases are also purchased, many of which are cheaper, accessible versions of popular print resources requested by central departments, such as DataAxle (business/personal directories), Legal Forms, local newspapers, Ancestry.com, for genealogy, and a non-profit organization for research databases. For more, Bp1 is on LinkedIn Learning, addressing work/career/business goals.

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Elements of hybridity, such as the convergence of technologies for economic and social developments, can be perceived when the interviewee assumes that it is part of an electronic library, with exchange and sharing of data between libraries. Furthermore, Bp1 tries to acquire other versions of databases, seeking to offer access to a wider range of information to users and professionals, besides being actively present in social networks.

For the third question, it should be noted that Bp1 has a digital archive/database that contains digitized primary source material, such as photographs, newspaper clippings, letters, audio/video files, etc. Currently, the digital archive consists of 30 collections, which focus on subjects in the field of history. Most of the digitized material comes from the physical room of the institution.

OCLC's CONTENTdm is used to manage digital assets. This software allows for the creation of customized, publicly accessible websites, and the management and maintenance of the digital archives.

Hybridity can be perceived, mainly, by the fact that Bp1 contains a wide range of digitalized and printed material resources for users to access, in an attempt to promote greater possibilities of access to information. Therefore, there is an impact on human, social and cultural development. The use of software and websites demonstrates the search for offering not only materials, but also services on both platforms.

Regarding the fourth question, virtual tours are performed in some library spaces, such as the gallery. Especially with the advent of the COVID-19 pandemic Bp1 allowed online navigation to all sections of the library. The service is customized according to the events the library is promoting and is not something periodic. The intention is not only to show the public the library spaces, but to develop differentiated programs for them.

This issue highlights an important aspect of hybridity in libraries, that is, the ideal that all products and services offered in the physical space must also be present in the digital one. Virtual tours are a big step in this direction, not being a constant in libraries,

but better worked on after COVID-19. Bp1 has already adapted to this service and seeks to improve it every day.

In this context, it is necessary a process of team training, user studies to serve the community, multidisciplinary teams, flexibility in the infrastructure and in the management of environments, competence in information, interactivity among users, as well as the work with design/architecture of information. The impact of Bp1 on economic, social, human, cultural, and sustainable development can be seen.

Concerning the fifth question, about the interlibrary data exchange system, Bp1 uses SirsiDynix, because it is stable and has additional vendor support, which is essential for large databases. It can be seen that the library is increasingly seeking to increase its holdings, whether physical or digital, which is characterized as a key element of hybridity.

Bp1 has a team management system aimed at professional development and the promotion of face-to-face and virtual training opportunities, because it intends to be hybrid. The interviewee reported that when one first accesses the library system, some training options are required regarding system operation, emergencies, and customization.

Regarding the sixth question, Bp1 offers services to help professionals and users navigate different virtual conference platforms, such as Microsoft Teams and Zoom. Moreover, it has a program called Tour the City Concern, which promotes professional courses for citizens.

The fact that Bp1 has several training opportunities, available online and in person, makes it a hybrid. It seeks to meet the broad needs of its users, which demonstrates its focus on the human, the social, and on customizing services according to the public's demands.

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Regarding the seventh question - promotion of services for immigrants, refugees, and English language learners -, Bp1 works with several programs for this proposal. Since most of them are in-person, before the pandemic they occurred in greater volume, but currently not all of them are in operation.

The face-to-face programs are hosting services for the population. Bp1 works with people who are not yet proficient in English and with refugee empowerment. Memphis Legal Services is a partner organization, with a room on the fourth floor of the library, which assists immigrants with their personal organizations and legal situations. This particular program helps immigrants learn English. The program for the empowerment of refugees is divided into different activities, mainly for children and teenagers.

Currently, the Memphis Legal Service is not in operation, but it used to work with immigrants, especially those who needed help with documentation. In the interviewee's words, "*The organization worked on issues related to finding jobs, usually manual labor, because of the language barrier, and finding housing.*

Regarding the perception of hybridity, one can say that it occurs through the partnerships that the library makes with other institutions and the social aid that Bp1 offers to the communities. Here, the public/private relationship works in favor of economic and social development.

It is a work constantly focused on welfare and social inclusion. As quoted by the interviewee, *"We work in different communities, specifically, there is a Latin community that always comes to us, because here is a safe place for them to get information".*

Regarding the eighth question, an important characteristic of hybridity noticed at Bp1 is its work with *gamification*, i.e., it brings the reality of virtual space into the library's activities. In the U.S., this scenario is very present in the context of public and university libraries.

In the case of Bp1, gamification is developed at the institution's makerspace. As the interviewee states: "*We develop many workshops on game creation, game programming and artificial intelligence. The workshops* are aimed at children and teenagers and are managed by design and robotics professionals. The work in the makerspace is intense and involving, so much so that the Bp1 team participates in international robotics and stop motion[2] tournaments.

Regarding the ninth question - services developed by Bp1 to reach out to the surrounding community - the interviewee answered that the library has a specific department for this. It is a big department, with more or less 89 people who go to the communities and play different programs, events, etc. The works are done according to the different communities.

Bp1 goes to the schools, trying to talk to teachers, administrators, and librarians, doing robotics and stop motion workshops with the students. In the summer, the institution partners with museums and other information facilities, teaching robotics to the local community.

Specific to libraries, Bp1 has a program in which some of its staff go to the library, observe its physical structure, get to know its neighborhood, and develop learning events with robotics and animation. *"Our events have food, music by local musicians, etc. It's cool!".*

There is also the opportunity for organizations to come to Bp1 and request a visit. In addition, there is the Big Bus, which goes to the communities and presents books, job opportunities, among others.

In this issue, the characteristic of hybridity is the approach to the micro (internal) and macro (external) environments of the institution. Bp1 does not focus only on the physical structure and the communities it already works for, but expands the environment of action, seeking partnerships and the dissemination of information to a larger audience. Because the perception of hybridity is constituted along with its environments, Bp1 is focusing on the flexibility and infrastructure of its management, therefore, impacting the economic and social developments, aiming at sustainability.

Regarding the tenth question, Bp1 is involved in local business development, assisting in the formation and growth of small businesses. The library has a section called Business and Science, as well as a department that works with partnerships to provide access to information of value to these businesses. The interviewee points out, *"We recently did a great partnership with Google. So, yes, we work with good partnerships and services for people who are starting a small business or trying to leverage a small business."*

Small business associations also come to Bp1 looking for partnerships. The library partners with local banks that develop activities to help people better understand how to manage finances.

Again, hybridity can be seen in Bp1's approach to micro and macro environments. Social work, the establishment of partnerships, and the dissemination of access to information are characteristics of hybridity, noticeable in Bp1.

Regarding the eleventh question - Agenda 2030 - intrinsically, Bp1 uses the goals of the United Nations Educational, Scientific and Cultural Organization (UNESCO) development report in the establishment of its activities, but the document is not officialized in its planning. In the interviewee's words: *"Probably not. Well, I would venture to say that we have not had the chance to write this planning, however, many of*

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[2]Stop Motion is a technique that uses the sequential arrangement of different photographs of the same inanimate object to simulate its motion.

these initiatives are being applied by our library, in terms of community development, business-oriented services and, of course, literature. But the idea of this Agenda is beyond the institutional plans. It supports them. We have a health section and partnerships with universities of science and health. People go there when they need to study for exams and competitions. The goals of economic growth, industry and innovation can be seen in our partnership with Google, or in our interactive website. But yes, when it comes to strategic plans, these need to be better worked out."

Although the use of Agenda 2030 is not documented by the building blocks described above, Bp1 stands out in terms of human, social, economic, cultural, and sustainable development. Therefore, it is a hybrid library, which has the potential to interfere in the public sphere through the services and products it offers.

Chart 2 systematizes the hybridity aspects perceived in Bp1, according to questions 1-11.

Chart 2. Aspects of hybridity listed in Bp1

Library structure/service	Aspects of hybridity
Collection Development	- Convergence of technologies; - Adequacy of the collection to the target audience; - Emphasis on the need to work with updated documents.
Database Selection	- Exchange and sharing of data between libraries; - Providing access to a wider range of information; - Presence in social networks.
Creation of local files/databases	- Bringing together and making available a wide range of digitized and printed material resources; - Offering services on both analog and digital platforms.
Virtual tour	- The ideal that all products and services offered in the physical space must also be present in the digital one.
Interlibrary data exchange	- Increase of the physical collection; - Increase of the digital collection.
Staff and user training	- Online and on-site training opportunities; - Focus on the human, the social, and the customization of services, according to the demands of the public.
Services for immigrants, refugees, and English language learners	- Partnerships between the library and other institutions; - Social assistance to communities.
Gamification	- Reality from virtual space into the affairs of the library.
Outreach to the surrounding community	- Addressing the institution's micro and macro environments; - Establishment of partnerships and dissemination of information to a wide audience.
Support for local businesses	- Addressing the micro and macro environments of the institution; - Social work; - Establishment of partnerships; - Dissemination of access to information.
Agenda 2030	- Human development; - Social development; - Cultural development; - Sustainable development; - Interference in the public sphere, by means of the services and products offered.

Source: Prepared by the authors.

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ADM was applied to the answers to questions 12 and 13, which were intrinsically related to the concept of hybridity, in order to understand the respondents' thoughts about this concept. The response to question 12 - understanding the concepts of the term's hybridity and hybridity in libraries - was as follows: *"I think I have heard about this term before, but I am not totally familiar with its meaning. Is it aimed at library programming?*

I think because of COVID, you know, we had to change the way we did our work. Sorry, you know, before COVID, almost 100% of our collection was physical, and the services focused on face-to-face, but I think..., as you know, now we have both face-to-face and remote activities. There are people who are still not comfortable with digital, so we still have a big focus on face-to-face. However, we also work with digital databases, interlibrary exchange services, e-books, and online research.”

The language domain, as perceived, is the hybrid library concept. Metaphorizing the paraphrase, to find its language domains, one has:

(a) *"I think I have heard about this term before, but I am not **fully familiar with its meaning.**"* - It implies **doubt regarding the concept**, although earlier, in question six, the interviewee had already mentioned it "... We want to be hybrids". Therefore, there is a **contradiction** in this statement.

b) "Is it geared towards library **programming**?" - It shows a notion of hybridity geared towards library programming, i.e., the services to be developed on behalf of the community for which the library works.

c) *"I think **because of COVID**, you know, we had to **change the way we were developing our work**."* - It brings, even if implicitly, the ideal of change and adequacy of the library's work in the face of **new social demands.**

d) *"Sorry, you know, **before COVID**, almost **100% of our collection was physical, and the services focused on face-to-face**, but I think..., as you know**, now we have both face-to-face and remote activities**."* -Reports that yes, **the library has changed** to meet the **new demands** of its **community**.

e) *"There are people who are still not comfortable with digital, so we still have a **big focus on face-to-face.**”* - It aims to **study users** and delimit the informational **needs and desires** of **communities**, working to promote **access to information to different types of audiences**.

f) *"However, we also work with **digital databases,** interlibrary **data exchange services, e-books and online** research."* - It deals with the **convergence between technologies**, the basic structure of hybrid libraries.

From the analysis, it is possible to highlight that, for the local librarian, a hybrid library is a place of convergence of technologies, with a focus on user demands. For him, the services and products of a hybrid organization must be developed based on the users' study, with the need for change and adequacy of the library structure in face of the social demands. The transformations occur according to the informational needs and desires of individuals, seeking to promote access to information to the largest possible number of audiences.

However, the interviewee's doubt remains in the answer to question 13: whether he believed that hybridity was being fully put into practice at Bp1: "***We still have a lot to improve in terms of technology, but we provide access** to various databases, interlibrary data exchange services, eBooks, online research? So, I think we are on the right track."*

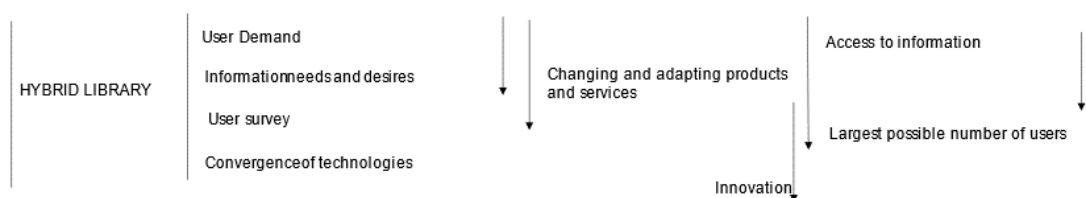Metaphorizing the paraphrase, the following language domains can be highlighted:

(a) "*We still have a lot to improve in terms of technology, but we provide access to varied databases, interlibrary data exchange services, eBooks, online research."* - The adversative conjunction "but" indicates a contradiction between the understanding about hybrid library, which is a **living institution** and needs to be always innovating, and the thought that Bp1 already provides **access to a wide range of materials, in different types of informational media.**

b) "*So, I think we **are on the right track**".* - Confirmation that Bp1 understands itself as hybrid.

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Complementing the previous analysis, one can say that, for the interviewee, a hybrid library is a place of convergence of technologies, focusing on the demands of users. The services and products should be developed from the users' study, and the institution needs to change and adapt to social demands. The transformations need to occur according to the informational needs and desires of individuals, seeking to promote access to information to the largest possible number of audiences, **through constant innovation of the library.**

Figure 3 represents the linguistic hyper domain "hybrid library concept" in relation to the semantic domains of the statement of the librarian interviewed in Bp1. Thus, there are four domains for the hybrid library concept of the interviewee: 1. convergence of technologies, user studies, needs, information desires and user demands; 2. change and adequacy of products and services to social demands; 3. innovation; and 4. promotion of access to information to the largest possible number of audiences.

Figure 3. hybrid library concept for Bp1

Source: Prepared by the author.

Bp1 already puts into practice what it thinks is the meaning of the term hybrid library, for its collection development policy values the convergence of technologies and the adequacy of materials to the public, keeping them always up to date. In the selection of databases, it emphasizes the exchange and sharing of data between libraries, the provision of access to information in large quantity and quality, and the presence of the institution in social networks.

In the creation of its own archives and databases, Bp1 brings together and makes available a wide range of material resources, both digitized and printed, as well as services on analog and digital platforms. It also works with the provision of virtual tours, meeting an ideal of hybridity in which all products and services offered in the physical space of the library must also be present in the digital one.

The interlibrary data exchange aims to increase Bp1's physical and digital holdings, and, consequently, is related to Domain 4, Represented in Figure 3, that is, the promotion of access to information. In addition, online and in-person training opportunities for staff and users show Bp1's focus on social and customized services (Domain 1), along with partnerships with other institutions on behalf of immigrants, refugees, and English language learners.

Gamification and *makerspace* are important representatives of domains two and three, as they bring the reality of virtual space into the library's work, reaching, in a larger sphere, the community around Bp1. Accordingly, it is possible to verify the work with the approach of micro and macro environments of the institution, as well as support for local businesses.

In this sense, in relation to the categories of ADM established in this study, we have the following systematization of research in Bp1:

1. institutional space in which the discourse bases its statements: statement prepared by the head librarian of a public library in the USA, State of Missouri, city of Memphis. It is noteworthy that Memphis is the second most populous city in Tennessee, ranking among the 50 largest cities in the country. It is well developed economically, due to its strategic location on the banks of the Mississippi River. Its highlight is in the cultural sphere, with evidence in the North American blues music style. However, it is the fourth most dangerous city in the USA. Even with great financial investment in education and culture, the numbers of robberies, business frauds and homicides increase every year in the city (VISITEOSUSA.COM.BR, 2022).

2. Who is given the right to speak, and situations that incited the speech: Bp1 was created to be the new technological hub of one of the libraries in the Memphis Public Library Network, including, in the new building, an innovation and technology lab. The goal is to meet the informational demands of its public, as well as future users. To this end, the institution invests in partnerships with public and private organizations. It can be said, in this case, that Bp1's right to speak is given to the citizens of the city of Memphis.

3. The practical field in which the discourse is developed and the positions in which the concepts place their subjects: for the interviewee, the concept of hybridity in libraries should be worked through the analysis of users' information needs and desires, as well as the convergence of technologies in favor of innovation and promotion of access to information to the largest possible number of users.

4. What is recognized as valid and what the concept may exclude or emphasize: in view of the ADM performed based on the data collected in the Bibliographic Survey, the interviewee's statement about the concept of hybridity in libraries emphasizes the convergence of technologies, the study of users, the fulfillment of the informational interests of communities, and the need to offer greater possibilities of access to information. However, although observed in practice, the statement excludes the training of generalist teams, the formation of multidisciplinary teams, the idea of the librarian as institutional leader, interactivity among users, flexibility in managing environments, the promotion of information competence, the design and architecture of the macro-environment, and the public/private relationship. Therefore, there is a divergence between the concept established in the interviewee's statement and the practices carried out in Bp1's daily routine.

5. Correlations between hybrid libraries, their typology, and the types of development present in the public sphere of societies: Bp1 is a public library and interferes in the public sphere through the services and products it offers to society, as well as through its impact on human, social, cultural, and sustainable development.

5 FINAL CONSIDERATIONS

As to the institutional space on which the discourse bases its statements, in its majority, the concept of hybrid library is understood as the convergence of technologies in the infrastructure of libraries. Such vision comes from the institutional space in which these discourses are based, that is, from the technicist visions that permeate the structural development of hybrid institutions. However, it is possible to observe a movement of understanding technologies as tools to stimulate the work with the individual in his process of participation in society. It is in this perspective that, from the 2000s on, one can notice a change in paradigms involving the meaning of the term "hybrid library", in favor of understanding the impact of this institution on the types of development in society.

It can be said that the right to speak of hybrid libraries began with information professionals and, promptly, passed to local users, expanding, later, to the communities that encompass such institutions. The statements analyzed here showed that the discourse about hybridity in libraries was initiated within academic libraries, in developed countries, such as the United States of America and the European continent. However, nowadays, there is already research on this subject focused on other types of libraries and in developing countries, especially in public libraries.

In relation to the practical field in which the discourse is developed and the positions in which the concepts place their subjects, it was observed that the characteristic elements of hybridity in libraries are: 1. convergence of technologies; 2. interactivity among users; 3. multidisciplinary teams of employees; 4. interaction between the internal and external environments of the library; 5. greater possibilities of access to information; 6. flexibility in the infrastructure and management of environments; 7. user studies; and 8. promotion of competence in information.

Thus, hybridity in libraries may be understood as a model of flexibility in the infrastructure and management of the internal and external environments of these locations, in order to converge people and technologies and, by means of access to information, promote citizenship.

Discourses on hybrid libraries are intended to delineate the importance of information professionals, who create and maintain library services, in the use of technologies, emphasizing the need for training these individuals. Users are the target population for whom such services are generated and developed. Therefore, the hybrid library concept revolves around people, and the convergence of technologies is considered as the amplification of the strategic tools used in the routing of library activities. | **21**

The following relationships are understood between the elements of hybridity and its impact on the public sphere: 1. convergence of technologies: impacts economic development; 2. user studies and meeting the informational interests of communities: impacts social development; 3. training of generalist teams: impacts human development; 4. multidisciplinary team: impacts human development; 5. librarian as an institutional leader: impacts human development; 6. interactivity among users: impacts cultural development; 7. greater possibilities for access to information: impacts human, social and cultural development; 8. flexibility and management of environments: impacts economic and social development; 9. promotion of information competence: impacts cultural development; 10. differentiated macro-environment design and architecture: impacts economic development; 11. public/private relationship: impacts economic and social development; 12. all elements and their relationships impact sustainable development.

Therefore, hybridity should be understood as a model of internal and external library management, which encompasses the convergence of ideals: technologies, people, architecture, and design. That said, the correlations between hybrid libraries, types of libraries, and types of development in society stand out in the fact that it can and should be applied to all types of libraries, in order for these institutions to keep up with society's structural advances and be relevant to users.

Having said that, we can affirm that, according to the statements analyzed, *a hybrid library is an institution whose main goal is to promote access to information to actual users, as well as products and services that bring potential users to the institution. It seeks, through its influence on cultural, economic, human, social, and sustainable developments, to make users competent in the use of information. To this end, it converges technologies and/or works with different typologies of libraries, combining their characteristics in the same environment. Some of the practices required to achieve this*

goal are user studies, flexibility of infrastructure and environment management, training of generalist and multidisciplinary teams, as well as innovation of traditional library design/architecture, in favor of the development of society.

In view of this scenario, the research met the proposed objective, and it is suggested, for future studies, the approach of the concept of hybridity in other information equipment, that is, beyond libraries, in archives and museums.

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