

Finding Entrepreneurship Opportunities and the Development of New Businesses in Iranian Public Libraries

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***Abstract** - Entrepreneurship is a way to benefit from opportunities and create new products and services. Considering the increase in competition in organizations today and the importance of survival and durability, responding to the users' needs and their loyalty are of paramount importance. Aiming at searching and finding entrepreneurial opportunities in libraries and information centers, with a descriptive-practical approach, the present research introduces these opportunities to entrepreneur librarians in order to provide new services for their clients, customers, and users. The present research is a descriptive survey. The research population consists of 6047 librarians active in 2224 public libraries in the country (institutional, co-operative, and independent libraries) in the year 1395 (according to the statistics provided by the Public Library of Iran). In this research, in addition to conducting impromptu interviews and investigating the characteristics of the society providing services and the users, the academic structure of the library was also studied and 5 entrepreneurial opportunities were identified through the Anthony Oliwik model. Afterwards, according to the model and the two aspects of satisfaction and significance, intended characteristics of the clients were evaluated and used as a basis for the identification of opportunities regarding librarianship and information, as well as the final result.*

Key words: Entrepreneurship, libraries and information centers, entrepreneurial opportunities, public libraries

Introduction

Entrepreneurship is the main factor for establishing creativity and innovation in today's organizations (Sarri, Bakouros, and Petridou, 2010). Developments in ever-increasing competition have rendered public libraries, of whose main responsibilities are providing free services to all age groups, go a step further in this field and, like big organizations, make changes to their methods and structures to be more flexible, fast, and have more innovation. Entrepreneurship in librarianship and informing refer to a process where a librarian and information scientist develops new or innovative ideas and identifies new and innovative opportunities for the production of goods or services.

In librarianship and informing, changes in technology, followed by changes in customer expectations and facilities offered by service providers (Rahmati Tash, 2007) have made libraries and librarians make further efforts to maintain their position.

Thus, it is vital that libraries and librarians move beyond their traditional role as passive information channels and actively engage in marketing services and entrepreneurship in the organization (Shelagh, 2003).

According to Gandry, recognizing the opportunity is a process by which entrepreneurs look for new ideas that lead to business opportunities, and manipulate and refine them (Gundry, 1958). Different information centers such as libraries can create a space for identifying entrepreneurial opportunities by developing entrepreneurial spirit, training in the formulation of strategies and practical programs.

There are several individual (psychological and non-psychological) and organizational factors (internal and external) affecting the process of diagnosis and development of opportunities. Individual factors in psychological and non-psychological categories are entrepreneurial consciousness, social network, prior knowledge, asymmetric information, opportunity cost, learning and education, and personality or psychological characteristics that include risk-taking, optimism, self-sufficiency and creativity and so on (Ardichvil et al., 2003).

Table 1: individual and organizational factors in diagnosis of entrepreneurial opportunities

organizational factors		individual factors	
Contracts and cooperation	Internal	Knowledge absorption capacity	psychological
Supplementary Resources		The ability to think and analyze	
Products and technology available		self-sufficiency	
Current systems and procedures		Creativity	
Managers and decision makers		Risk taking	
Financial condition		optimism	
Economic conditions	External	prior knowledge	non- psychological
Political conditions		Entrepreneurial consciousness	
Social situation		learning and education	
Technological conditions		asymmetric information	
Legal Terms		social network	
Environmental conditions		opportunity cost	

According to the librarians' status quo, the lack of a comprehensive program for solving the entrepreneurial problem, creating employment and exploiting the capabilities of users/ clients/ customers using information make the need for research in entrepreneurship, identifying entrepreneurial opportunities and prioritizing them to advance goals in libraries and information centers are completely felt. In this study, the effect of public libraries on the characteristics of librarianship and entrepreneurship in terms of (employing entrepreneurial consciousness, personality trait, social networking, and education) seems to be important in identifying entrepreneurial opportunities.

Hence, after a comprehensive review of the entrepreneurship literature from a variety of perspectives considering the study purpose that identifies entrepreneurial opportunities in public libraries and a conceptual framework are essential.

Thus, the present study aims to answer the following questions for identifying entrepreneurship opportunities in public libraries of Iran:

- What are the entrepreneurial opportunities of public libraries in Iran?
- What is the prioritization of identified opportunities?

Is there a significant relationship between entrepreneurship opportunities and entrepreneurship in public libraries?

Background

In this section, the theoretical foundations are proposed and then the literature review is presented. In the theoretical foundations, the opportunity is recognized and then the models for recognizing the opportunity and the application of new jobs in public libraries are examined.

Identification of opportunity:

Opportunities are created from an idea and a defect or need, or we have an idea, and we need to look for the gap and need that our idea needs to be answered.

$$\text{Idea} + \text{need} = \text{opportunity}$$

According to Delabarka (2000), a business idea does not necessarily mean an entrepreneurial opportunity, although there is always an idea in the heart of an opportunity, and the first step in creating an opportunity is to create an idea. According to Thmonez (1999), the main difference is an idea and an opportunity for their feasibility. The feasibility also depends on environmental factors. Barringer and Ireland (2009) define the opportunity to create a favorable and desirable set of conditions that create the need for a new product, service, or business, and consider the idea to be a thought, imagination, or idea for the opportunity.

Stewart Mill originally translated the term entrepreneurship into English from France in 1848. He stated the duty of an entrepreneur as directing, monitoring, and risk-taking, and states risk-taking as a distinct factor for the manager and the entrepreneur (Sohrabi fard, 2006). Entrepreneurship has had many meanings during different periods, which means that these meanings can be effective in recognizing it better.

In the 1970s, entrepreneurship was more of a concern for top executives. In the 1980s, the importance of entrepreneurial thinking and the promotion of entrepreneurial spirit were emphasized. Entrepreneurial spirit was presented as a very valuable competitive advantage. The survey results in 1990 provided a new insight into the field of entrepreneurship, and, according to most researchers, entrepreneurship is the engine of social change that triggers employment, human resource productivity, and ultimately national revival. In fact, entrepreneurship is the recognition and exploitation of opportunities that have not been exploited so far (Stevenson and Jarillo, 1990).

In fact, the entrepreneur is the individual who takes the opportunity and sets up a business to pursue that creative opportunity (Ahmad pour Dariani, 2000), and entrepreneurship is a process where opportunities for the production of future products and services are discovered, evaluated and exploited (Shane and Venkataraman, 2003).

Peter Drucker (1985) describes entrepreneurship as a permanent search for change, reaction to it, and exploitation as an opportunity. According to Shane and Vankatraman,

entrepreneurship is a process in which opportunities for discovering, evaluating, and exploiting future products and services are developed.

According to Gurol and Astan (2006), entrepreneurship has been an important research field among economists around the world. This importance is due to the impact of entrepreneurial activity on the economy and the overcoming of unemployment problems and the creation of new job opportunities. Hence, the growth of small businesses and the creation of new businesses have widely been encouraged by national economic policies for wealth creation and economic growth.

In Schumpeter's view, entrepreneurship is a motor of growth and, from Barnett's point of view, entrepreneurship, besides being an engine for the development of economics, plays a role as a link between invention and the production of new products and services (Zahiri, Tourani, 2007).

The common point, which exists in most definitions of entrepreneurship, is the recognition of opportunity, emphasizes the key role of information in identifying opportunities by individuals. In fact, the start of the entrepreneurial process came about through the identification of opportunity (Hills, Lumpkin and Sain, 1997). An entrepreneur should be able to interpret information about certain industries, available technologies, markets and government policies, and interpret them and use them to create and grow their business.

There are disagreements about the nature and source of opportunity in the literature of entrepreneurship. Overall, we can examine the controversy on entrepreneurship opportunities in two levels of ontology and epistemology.

If, like Holkamb, Kerzner, Scott, Shane, and others, the nature of entrepreneurial opportunity is objective and ontological, then this opportunity will be separate from the individual entrepreneur. These researchers believe that there is an independent opportunity for the entrepreneur in the outside world (Kerzner, 1997; Baron, Shane, Scott, 2005). In this perspective, opportunities exist in the environment, and those with higher levels of consciousness can discover these opportunities (Kerzner, 1997; Shane, 2000).

However, from the perspective of another group of researchers, such as Alvarez, Barney, and Todd, the opportunity is considered as a mental and epistemological concept that cannot exist independently of the entrepreneur.

In this perspective, opportunities are the result of the creator's perceptions and entrepreneur's expectations about the future, so opportunities are created because of entrepreneurial mentality and actions (Alvarez & Barney, 2007; Todd et al., 2007). A view that considers the nature of opportunities to be mental states that opportunities are created because of entrepreneurial actions through an interactive learning process (Alvarez & Barney, 2007).

The first view in entrepreneurship literature is the approach to the discovery of opportunity and the second approach to the approach is known as creating a great opportunity. With this description, one can conclude that, despite the importance of the concept of opportunity in the literature of entrepreneurship, there is no agreement on its theoretical foundations. Hence, we will continue to recognize the opportunity and place in the entrepreneurship process.

Given the competitiveness of the availability of services through social networks and the Internet (Giesecke and McNeil, 2010), the libraries also have a critical role in librarianship and an important role in all aspects of library and information services. Hence, the role of the libraries can be as information centers that educate entrepreneurs and creative people and can be effective in identifying entrepreneurial opportunities. Regarding this, it is possible to create a proper opportunity to identify the entrepreneurial opportunities in libraries by improving library environments and creating a desirable environment in the workplace, thereby contributing to the presence of librarianship and information in a competitive arena.

The first public library was opened in Iran in 1961 and in the park of Tehran (Puri Soltani, 2000). In 1965, a law was passed according to which 1.5% of the annual income of the municipality was allocated to the establishment and development of public libraries. By implementing this law, a public library was created gradually in all small and large cities of Iran.

Since information is one of the basic needs of entrepreneurs, public libraries can be effective in promoting entrepreneurial culture through their own activities, as engagement in the public domain must be carried out to link society with the culture of entrepreneurship. In other words, entrepreneurship must penetrate the public domain, which needs the activities of various social organizations like public libraries active in culture (Fakhrai, 2006).

Opportunity identification models:

Several models have been proposed to identify opportunities. The entrepreneurial opportunity recognition is considered as one of the most important abilities for the successful entrepreneurs. For this reason, it is one of the important factors that have been examined in entrepreneurship research (Moreno, 2006). Entrepreneurial opportunities require to be identified and used irrespective of environmental opportunities (Shane & Venkatramen, 2000), so that these opportunities lead to the introduction of new products and services in an innovative way to the user and researcher community.

To evaluate and identify entrepreneurship opportunities between different models like Ulwick, Shane (2003), Dobbins and Patman, Keter, RAMP, Timmons (1994), Morrison, Poohaka, Wickham, Lang and McMullan (1984), Ardichivili (2010), Singh et al. (1997) by the researchers, which we will examine Ulwick model in this study.

Anthony Ulwick Opportunity Recognition Model: Understanding what customers are looking for is more valuable and important than discovering their solutions. The innovation process begins by knowing what customers are following and ending with the products, they select.

Anthony Ulwick stresses the role of customer satisfaction in the success of the organization. He argues that organizations should apply use methods for collecting ideas and customer needs. The best way is to ask them about the value of the product and the results that customers look for, and the organization is responsible for innovation, it meets the identified needs.

Thus, the selection of the best opportunity areas among the long list of custom features of customers is very important. As trying to meet the not-much-important needs can waste resources, the organizations want their customers to prioritize their desired outcome on a scale of 1 to 10, and determine the extent to which their desired result is achieved. This rating is placed in the formula and then the “opportunity score” is reached (Ulwick, 2002).

He introduces a five-step model as follows:

1. Customer interviews: Planning and interviewing based on the features requested by customers
2. The intended conclusions: The results of the previous stage should be analyzed and evaluated
3. Organizing features: the results are collected and classified on a list
4. Rating of characteristics: In terms of importance and satisfaction, the formula “Importance + (Importance-Satisfaction) = Opportunity” will help calculate the opportunity factor in each case.
5. Using the results: Using the list of results ranked in the previous step, the organization will be able to identify the promising opportunities of new products and services. Background of opportunity recognition: Although there are numerous studies at home and abroad about the factors affecting the identification of entrepreneurial opportunities, the relationship between entrepreneurs and informed individuals results in significant and influential information (Davidson and Hunig, 2003) they help identify opportunities for entrepreneurship.

On the other hand, entrepreneurial opportunities based on entrepreneurial personality traits can be identified and implemented. Therefore, an entrepreneur librarian, according to his personality traits is very close to the characteristics of the entrepreneur person.

Literature review shows that factors affecting entrepreneurial opportunity recognition, including social networks, intellectual capital, personality traits, such as education and awareness and knowledge basic and technology can detect a large portion of entrepreneurial opportunities. Opportunity recognition is a process through which people jump to the conclusion that they have potential for creating something new that has the capacity of creating economic value (Baron and Shin, 2005).

In addition, with the development of entrepreneurship researches identify of opportunities as a primary factor has been interested for researchers and they focus to entrepreneurship (Kirzner, 2009). Without a doubt, identify opportunities is a key factor for success in today's competitive business environment. Entrepreneurship is globally accepted to be critical to economic growth and development in an emerging economy such as it and ours is a veritable tool for the improvement of the life and quality of citizens in any nation (Idegho & Ainabor, 2011). Because of this emphasis on the opportunities and identify opportunities has been so far attracted that identify opportunities has been known as the heart of entrepreneurship. Fundamental to entrepreneurship is innovation, which translate to a new methods of production, new markets, or the setting up of a new organization or the breaking up of an existing one (Ejiogu & Nwajiuba, 2012). Now, as a witness, we review and discussed some of the studies, which are summarized below:

Ejedafiru, Efe Francis (CLN) and Toyo, David Oghenevwogaga, 2015, in the article entitled “Promoting Entrepreneurship in Library and Information Science For Self-Reliance: Paradigm Shift For LIS Graduates in Nigeria”, He gives The imbalance between LIS graduates and employment opportunities is so wide; as a result, there are high unemployment

problems, which have resulted into many social vices in the country. It is on record that LIS education has failed to equip its graduates with the practical skills for self-reliance and productivity while in training. Hence, the needs for entrepreneurship education for self-empowerment of LIS graduates were discussed. The paper also examines self-employment opportunities for LIS graduates, whom the researchers believe, will reduce unemployment crisis and instantly boost the nation's economy.

Baručić and Bahrija Umihanić in the article entitled "Entrepreneurship Education as a Factor of Entrepreneurial Opportunity Recognition for Starting a new Business", He gives, these factors may include: creativity, work experience, social networking of entrepreneurs, prior knowledge on the market, customers' needs and the ways to satisfy them, intuition and ability to foresee or cognitive factors. As key factors influencing the processes of recognizing and developing the opportunity, which lead to starting a business, mention information asymmetry and prior knowledge, social networking and personality traits that include creativity, optimism, and efficiency. These factors lead to entrepreneurial alertness, which further leads to entrepreneurial opportunity recognition.

Emmanuel Uwazie ANYANWU, Emmanuel A. ODUAGWU, Oyemike Victor OSSAI-ONAH and Nkechi M. AMAECHI, in the article entitled "Repositioning Library and Information Science Graduates in Nigeria for Self-Employment through Entrepreneurship Education", They gives, The paper argued that entrepreneurship education in library and information science will not deliver its dividends if efforts are not made to ensure that the programme is practical oriented and it will be difficult for graduates of library and information science to secure self-employment.

Entrepreneurship education as introduced in tertiary institutions in Nigeria by the Nigerian Federal government is expected to inculcate in students the practical skills and experience needed to be self-employed and to be self-reliant, through the management of small-scale businesses (Idegho & Ainabor, 2011). Entrepreneurship is therefore aimed at reducing the rate of unemployment among university graduates.

Ganapathi Batthini in the article entitled "Entrepreneurial Opportunities for Library and Information Science Professionals", stresses to introduce the entrepreneurship as an elective subject in the curricula so that the library science professionals may chose new avenues in the field and may contribute to the economy growth of the country.

Mark Bieraugel, in the article entitled "Managing library innovation using the lean startup method", He gives; the lean startup method for managing radical innovations is shown to be a sound alternative to traditional library management methods. This paper aims to extend Matthews' call; in particular he argue for libraries to adopt the lean startup method to manage radical innovation in academic libraries. The management of library innovation will be examined through the lens of developing, testing and launching new services.

Some researchers believe that the individual's social skills have a significant effect on the recognition of entrepreneurship opportunities. In other words, people with high social skills are more likely to be able to present and develop new ideas because of greater connections with businesses outside their own area and social interactions (Tung, 2010).

Arrhenius and Clarke found that the nature of the area of residence of a person has a positive and significant effect on his understanding of entrepreneurial opportunities (Arrhenius and Clarke 2002).

In the study entitled “Individual and social factors affecting the recognition of entrepreneurial opportunities among top national entrepreneurs and top entrepreneurs in Tehran,” Azizi et al. (2012) found that creativity, self-efficacy, poor social links, and alertness had a positive effect on the recognition of opportunity. However, the effect of factors like prior knowledge, strong links, and coaching assistance on the recognition of opportunity was not confirmed. Many patterns of opportunity identification have been presented. Identifying entrepreneurship opportunities is considered as one of the key competencies for successful entrepreneurship, so this is one of the important factors in entrepreneurship research (Mourinho, 2006).

The Perspective of entrepreneurship studies suggests that entrepreneurs have specific characteristics and capabilities. On the other hand, entrepreneurship opportunities are identifiable and implementable based on entrepreneurial personality traits. Hence, an entrepreneurial librarian with regard to personality traits that is very close to the characteristics of the entrepreneur, can be expressed in terms of independence, risk-taking, developmental motivation, internal control, trust, and creativity as the main category of these features. By expanding entrepreneurial research, identifying opportunity as a focal point of entrepreneurship has attracted the attention of researchers (Kerzner, 2009).

Undoubtedly, identifying opportunities is one of the key factors for success in today's competitive business environment. In general, from the review of various sources as well as the results of the empirical studies mentioned above, one can conclude that there is no accepted framework among researchers in identifying entrepreneurial opportunities, and each researcher. In his opinion, several factors have been identified in identifying entrepreneurial opportunities.

As the recognition of opportunity is the heart of entrepreneurship, it is impossible to expand entrepreneurship without studying opportunities. In this regard, the present study uses a research background inside and outside the country to provide a conceptual model for identifying entrepreneurial opportunities in the field of library science and information science. It is hoped that the model presented in this study would come up with a suitable and comprehensive framework for studying entrepreneurial opportunities in this highly applied productive area. In this study, the literature on entrepreneurship is a conceptual-integrated model, where the diagnosis and utilizing opportunities are a specialty. Considering the purpose of this study, which is identifying entrepreneurship opportunities in libraries and information centers, as well as research questions, the conceptual framework of the research is provided as shown in Fig. 1.

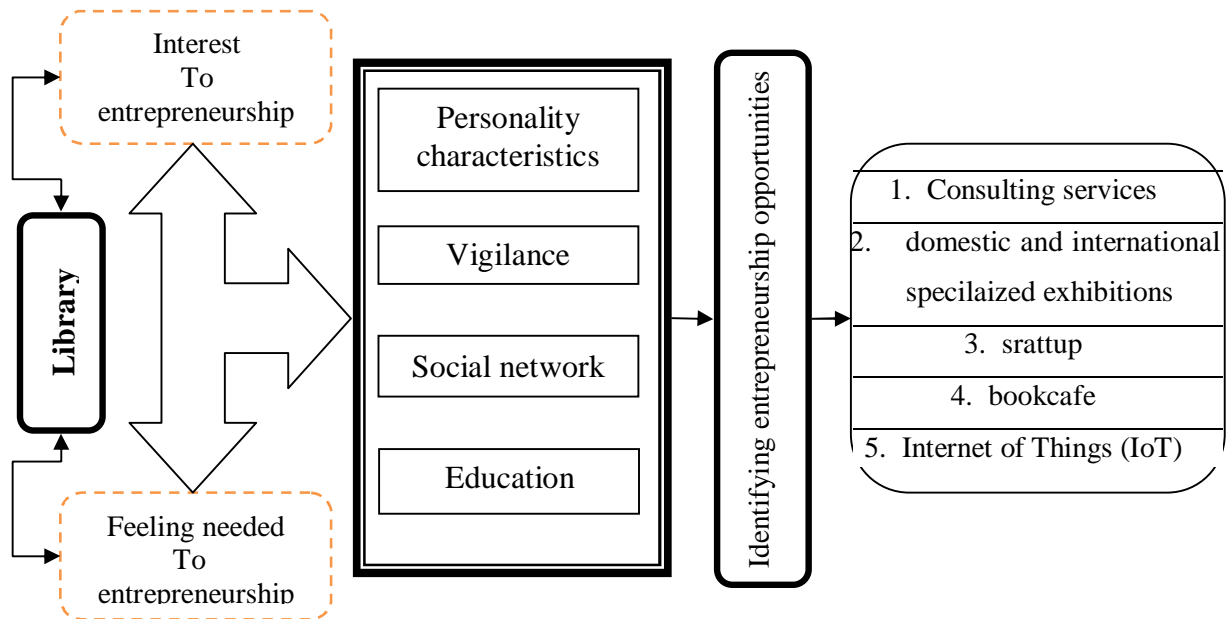


Fig. 1: entrepreneurship opportunities in libraries

Methodology of research

The present study is descriptive-survey considering the nature of the subject and the research hypotheses. It is an applied review in terms of purpose. The data collection method was quantitative-qualitative. In the qualitative stage, through direct dialogue with librarians, they interpreted the statements and information obtained from them, and the results were used as preliminary information.

In the quantitative stage using the Cochran formula (the number of samples according to the Cochran sampling formula with accuracy of $d = 0.05$ was obtained), the maximum value of variance ($p = 0.25$) and confidence level of 95% were obtained.) 600 questionnaires were randomly distributed among librarians, library managers, and users. Public was broadcast and 423 questionnaires were available. The community in this research includes librarians, library managers, and users.

The questionnaire used in this paper was reviewed by librarians and managers of public libraries and distributed to the library users after applying their final comments. In the quantitative stage, using SPSS, descriptive statistics and inferential statistics (T-test) were used to identify the high-importance opportunities and Friedman test was used for prioritizing entrepreneurship opportunities indices. Cronbach's alpha was used to measure the compatibility in a questionnaire whose validity was confirmed by 20 experts in this field and its reliability was 0.921.

Table 2: test of validity and reliability

Result	Alpha	Questions of importance and satisfaction
confirmed	$0.7 > 0.921$	Jan-20

Analysis of the findings

First, the sociological characteristics of interviewees and respondents are shown in Table 4. From among the sample, 75% are Female and 25% are male, 10% have high school Diplomas, 42% are Bachelor, 48% are Masters and Ph.D. students, and half of them are over 16.

Table 3: Sociological features

Sex	Female	75%	Education	Diploma	0%	work experience	05-Oct	20%
				Bachelor	2%		Nov-15	36%
	male	25%		Masters	48%		16-40	50%
				and Ph.D.				

Considering the table above, most respondents are women and their level of education and their more experienced work is masters and Ph.D. The results were collected in a qualitative stage based on Ulwick model and according to the questionnaire. Information about public libraries and the needs of users and visitors to the library identified five dimensions and Table 5 presents potential opportunities for work. According to interviews with librarians and library directors, and based on past research, the field of opportunity in public libraries was determined as follows:

Table 4: Opportunity aspects

1	Consulting services
2	domestic and international specilaized exhibitions
3	Startups
4	Bookcafe
5	Internet of Things (IoT)

The results were identified quantitatively based on summaries and in the qualitative section identifying five main dimensions for the development of entrepreneurship opportunities identified by the importance and satisfaction of these applied opportunities. T-test was used to compare the mean of data. Table 4 shows the results of this test will examine the one-way average of satisfaction with the status quo and their importance and position in the favorable situation of public libraries so that applications for entrepreneurial activities and opportunities expand.

Table 5: Test results of the mean dimensions of entrepreneurship opportunities in the library

S.No.	Dimensions	Average	T-test	Significance level	Distance estimation with a difference of 3 μ at a confidence level of 0.95		Test results
					Low range	High range	
1	Consulting services	6.64	8.53	0	1.18	2.15	Rejected
2	domestic and international specilaized exhibitions	7.7	4.969	0.08	2.4	3.4	Confirmed
3	Startups	8.5	19.41	0.02	7.69	9.4	Confirmed
4	Bookcafe	7.05	-1.672	0	1.1	2.44	Rejected
5	Internet of Things (IoT)	7.8	15.49	0.19	3.49	3.25	Confirmed

Considering that the significance level for consultancy services and cafe books is less than 0.05, H_0 (the average of the given ratings is 3) is rejected and H_1 hypothesis (the average rating given is not 3) was accepted. Thus, in 95% confidence interval, there is a significant difference between the mean of the five dimensions proposed for entrepreneurship opportunities in public libraries for the development of business and the average hypothesis of society. Moreover, t-test was used to measure the importance of each of these opportunities in terms of dimensions. The results show that some were suitable and some were not suitable for use.

Table 6: Rating based on the average opportunity

Row	Priority	Property	Average opportunity
1	5	Consulting services	8.6
2	3	domestic and international specilaized exhibitions	10.26
3	2	Startups	11.86
4	4	Bookcafe	9.7
5	1	Internet of Things (IoT)	11.98

According to the results of the above table, three high priority aspects can be used, whereas two other aspects have the lowest priority for use in general.

Results

From the point of view of librarians, the growth and expansion of entrepreneurship in this field needs a variety of factors that, by better understanding the opportunities of entrepreneurship and policy making for the use of these opportunities provide a favorable context for the presence of public libraries in entrepreneurial activities.

The results of Ulwick model test indicate that the average rate of opportunity is higher than the assumed level of research, so the five aspects are recognized as an entrepreneurial opportunity in public libraries and can be a space for entrepreneurship employment creation. Considering the results obtained in the field of opportunity identified for entrepreneurship in public libraries of the country, the following are proposed as priorities:

Internet of Things (IoT) is a new concept in the world of library and information science. In fact, IOT is the technology of modern technology, which provides the ability to send data through communication networks for each inventory.

The modern world of telecommunication technology has shown that in the business environment, those who have access to more data and information will control the future. Up-to-date and useful information accessible in public libraries, if available to expert individuals at appropriate times, leads to the production of products and services that make life even easier.

Reception, recording and sending up-to-date information for use, analysis and improvement of products and services in the library are all for use by consumers (clients). The process of sending data in IOT technology does not need human-to-human interaction or “human-to-

computer” interaction, and data is automatically transmitted according to the settings and sent at specific times.

Using this technology for creative entrepreneurs and creative researchers in libraries are a precious opportunity that can improve business and job creation. In today's world of connectivity, other products are not so easily obsolete. Thanks to new update systems (applications such as mobile phones and computers [notifications], emails) new features new products or services can be regularly sent to customers and users of the service. Various types of products (audiobooks to downloadable online manuscripts via the Internet) accentuate the new possibilities for value creation based on the Internet technology of objects.

The ability to track and monitor the products and services in use allows for proper responses to customer behaviors. Using IOT, we can provide the proper responses of the view of the look at who in the library to experience, from the moment of referring to the library, when books, magazines, software, maps, photos and more as a product or service on select until which uses it and should pays attention to what that can be done for that product/service and what added to it. In fact, what feature or service can repeat or re-experience the referring user.

However, earning money in an interconnected space does not limit the attraction and identity of the physical form.

The main role of library managers is to create an appropriate space for librarians to present their views, find the right people, and provide the right conditions for entrepreneurship. The increase in population and access to this information by users on the one hand and increasing literacy among librarians and specialists in the field of teaching and learning continued might have a critical role in the generation, transmission and spread of resources and information. Thus, librarians will be considered as advisers for the creation of new businesses (low cost startups) for job seekers, and this attracts community's attention more than ever before in this field of work.

The bookcafe is not just a place to read a book. It is a place to talk about a book-focused subject that includes group reading, critique, and writing sessions. It should be noted that somewhere like a public library is a library in which there is a cafe. In fact, there is a place for the culture of reading, and promoting reading.

With the proper knowledge of librarians and their directors of the reading community, the library is a personalized presence or program designed to provide space for creative people and adding attractive topics for earning money.

At domestic and international specilaized exhibitions with the aim of direct confrontation of the library and various organizations, introducing successful employers and employers in the form of entrepreneurial companies, introducing organizations and departments related to the field of study, identification of interests and talents (self-knowledge of job), familiarity with expectations and employer skills, new and advanced graduates' familiarity with a wide range of job skills, recruiting and traineeships for companies, setting up workshops for work and entrepreneurship, expanding job counseling and using expert advisers, creating a friendly environment for more interaction between graduates, students and companies, introducing and reflecting the results of research, experiments and scientific innovations, motivating and self-esteem among graduates, and familiarizing participants and visitors are among the latest scientific attainments in libraries in different countries.

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