

UNIVERSITY OF GHANA
DEPARTMENT OF INFORMATION STUDIES

**MARKETING LIBRARY SERVICES IN SELECTED PRIVATE
UNIVERSITIES IN GHANA**

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DECLARATION

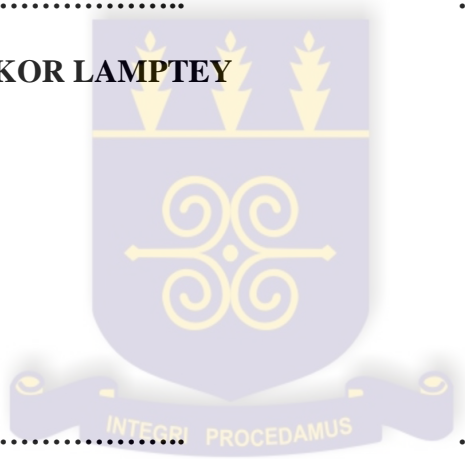
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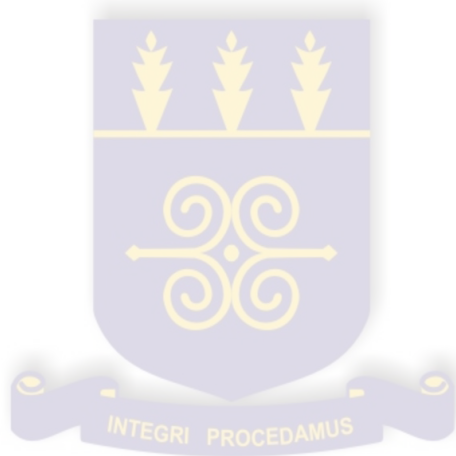
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DEDICATION

This thesis is dedicated to my loving parents, Mr Theophilus Nii Lante Lamptey and Mrs Gertrude Kuorkor Lamptey, for without their sacrifices and support I would not have made it this far. God bless them abundantly.



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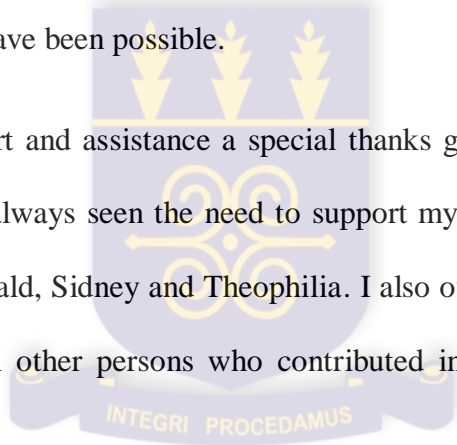


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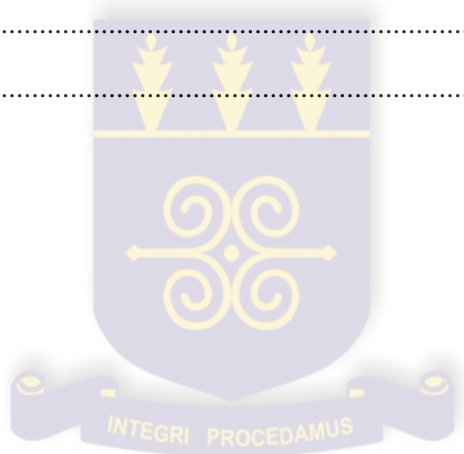
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LIST OF ABBREVIATIONS

CARLIGH	Consortium of Academic and Research Libraries Ghana
E-Resources	Electronic Resources
GLA	Ghana Library Association
ICT	Information Communication Technology
IT	Information Technology
MUCG	Methodist University College Ghana
NAB	National Accreditation Board
PR	Public Relations
RMU	Regional Maritime University
SDI	Selective Dissemination of Information
SNS	Social Networking Site
SPSS	Statistical Package for Social Sciences
UK	United Kingdom
USA	United States of America
WIUCG	Wisconsin International University College Ghana

ABSTRACT

Despite the huge investments made by libraries into building their collections, studies have shown that these collections remain underutilized. This situation, coupled with declining library budgets, as well as growing competition between libraries and other information providers, has compelled libraries to adopt effective marketing approaches in order to continually remain visible and relevant. The adoption of marketing in libraries has been found to bring about numerous benefits to libraries hence its increased adoption among libraries worldwide.

This study investigated the attitudes of library staff towards the marketing of library services in selected private universities, available marketing strategies and plans, and how they are applied in the promotion of their services to patrons. A total of 21 professional and para-professional library staff from three private universities participated in the study. The main data collection instrument was semi structured interviews used to elicit information about their knowledge of marketing, existing marketing policies, attitudes towards marketing, strategies used in marketing and the challenges encountered in marketing of services and resources. Data gathered was analysed thematically.

The findings revealed that the study participants are fully aware of benefits of inculcating marketing activities into their daily routines and were making efforts at making their users aware of their products and services with the use of various strategies including social media. Some of the challenges that hindered the success of marketing in the libraries are lack of funds, lack of knowledge of marketing techniques by staff and a lack of marketing policy to guide marketing in the libraries. Creation of marketing policies, organization of seminars on marketing for library staff as well as proactively advocating for more funds from the right people within the university community is suggested to improve marketing of their services and resources.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Information provision in the 21st century is no longer a monopoly of libraries. Libraries across the globe including academic libraries are competing with other service industries such as big publishing houses, online book dealers, academic database vendors, the Internet and individuals with information literacy skills in providing access to information. Thus libraries have no choice than to adopt a marketing approach in their operations and services in order to remain visible, valuable and relevant to their communities and patrons (Kumbar, 2004).

Alemna (2001) is also of the view that the marketing concept with regards to library and information services is more widespread across the globe as libraries begin to identify that marketing services is a factor for their survival. Other factors identified by Jestin and Parameswari (2002) that have contributed to the adoption of the marketing approach by libraries are the information explosion, the technology revolution, and escalating library costs. Madhusudhan (2008) also mentions factors such as increased user base, the challenges of budget cuts, complexity of information requirements, and networking demands.

Marketing is defined as, “the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return” (Kotler & Armstrong, 2012, p.5). The adoption of the marketing approach has several benefits to libraries. For example, adoption in an academic library facilitates: achievement of organizational goals, an understanding of the perspectives of university administration, and also faculty and student library users through market research

leading to a more effective information provision and delivery (Spalding & Wang, 2006). Other benefits of the marketing approach are:

- Increased consciousness of the benefits of the academic library in higher education and the larger society.
- Increased prominence as well as better funding for the library.
- Increased ability of librarians to demonstrate knowledge and confidence in leading discussions and teaching about public policy issues relating to information access.
- Increased user understanding of available collections and their effective use in achieving research and academic goals, and
- Increased visibility of the library profession as an attractive career choice for bright college graduates (Spalding and Wang 2006, “Goals”, para. 20).

Librarians, particularly those in academic environments, need to constantly monitor their environments in order to provide services that best satisfy their users since a large number of library users is highly dependent on the quality of library services and resources (Ekpenyong, 2003). People knowing about the existence of libraries does not necessarily guarantee that they are knowledgeable about its use or that they even visit them. By making students aware of all that the library has in stock, the image of the library is boosted while further instilling a sense of confidence in users.

A marketing approach to library and information provision is certainly useful but the question is, are academic libraries in Ghana especially libraries in private universities adopting it in their information and service provision? This study will investigate the

extent to which marketing techniques are being adopted in three selected private universities in Ghana.

1.1.1 Location of the Study

1.1.1.1 Methodist University College Ghana (MUCG)

The MUCG, located at Dansoman in Accra, was established in the year 2000 at the instance of the Methodist Church in Ghana. The idea for a university was conjured to fulfil the vision of the Church to offer education at all levels. Considering their success with education provision at other levels of education, the Methodist Church Ghana was convinced it was in a good position to offer excellent university education. As such, the MUCG was granted accreditation by the National Accreditation Board in August 2000 after all due processes had been followed.

The library of the MUCG was founded in the year 2000 and is currently among the leading academic libraries among the private universities in Ghana. The library is fully computerized providing dynamic and relevant resources that support the teaching and research needs of the university community. The library stocks over 34,000 volumes of books, 193 titles of serial collections, 32 electronic databases etc. and has a staff population of nine (9) (MUCG, 2011).

1.1.1.2 Wisconsin International University College Ghana (WIUCG)

The Wisconsin International University College, located at North Legon in Accra, was established in 1998. Its establishment was made possible by Dr. John Buck, the president of the Wisconsin International University (WIU) in the United States of America and Rev. Dr. Paul K. Fynn of the Evangelical Lutheran Church of Ghana. The university received interim accreditation under the name University College of Wisconsin

International University – Ghana (UCWIU-Gh) in January 2000 and was one of the first private universities to receive accreditation.

The library of the Wisconsin International University College (WIUC) was established to support the goal of the university in its pursuit towards achieving academic excellence and also in meeting the interests of the whole university community in the year 2002. The library originally had a seating capacity of about 100 but has expanded to 500 and is equipped with top notch facilities that support learning and research. Some of the facilities and resources available in the library include the serials collection, discussion rooms, seminar room, postgraduate corner and faculty corner. It has a staff population of eight (8) (WIUC, 2015).

1.1.1.3 Regional Maritime University (RMU)

The RMU, located at Nungua in Accra, was formally known as the Regional Maritime Academy (RMA). It was established as an international tertiary institution to promote regional co-operation within the maritime industry with a focus on training to guarantee the continuous development and growth of the industry. The establishment of the university followed the promulgation of the Regional Maritime Law of 1982 which was followed by the signing of the instrument of transfer that handed over the college to the then Ministerial Conference of West and Central African States on Maritime Transport (MINCONMAR), now known as Maritime Organization of West and Central Africa (MOWCA) which also negotiated for its regionalization. She attained full university status in the year 2007 and was launched by the then President of Ghana, John Agyekum Kuffour.

The infrastructure of the Academy, including the library, necessitated a change before the upgrade. As such, a well fitted research room equipped with computers were provided as well as the acquisition of more books and journals. Currently, the library has a collection of a little over 20,600 books, 43 hard copy journal titles with their back copies, 2,058 electronic books and vast electronic resources provided through the Consortium of Academic and Research Libraries of Ghana (CARLIGH) and provides all the services provided by any standard academic library. The library has a staff population of six (6).

1.2 Problem Statement

Despite the importance and numerous benefits of marketing to libraries, several authors have indicated that many libraries have shown apathy in the adoption of marketing techniques in their operations (Kaur & Rani, 2007; Kaur K, 2009; Baro & Ebhomeya, 2013). This apathy has been ascribed to several factors including: lack of training and knowledge of marketing tools and techniques, reluctance of librarians to capitalize on their strengths and knowledge in information provision, the perception of librarians that the public knows their importance in society and so there is no need for any promotion of their services, adherence to old school of thought that libraries offer lending services and children's programs but do not contribute to meeting more sophisticated information needs, perception that marketing is an activity or tool for commercial entities or the private sector and not applicable to the library setting, and confusion about the meaning of the term marketing which is often interchanged with terms like public relations, promotion, and publicity, and also negative attitudes of library staff in accepting the concept of marketing (Kumbar, 2004; Shontz, Parker, & Parker, 2004; Singh, 2009; Estall & Stephens, 2011).

Another problem is that currently, academic libraries are devoting huge sums of money to subscribe to academic databases and other electronic resources (e-resources) which are rarely accessed and used by the intended users. For example in Ghana, universities have been able to acquire several e-resources through the Consortium of Academic and Research Libraries of Ghana (CARLIGH) which provides these e-resources at a fee (Lampsey, 2010). Despite the huge investments made into building these collections, some studies have demonstrated that these resources are often underutilized and this results in a waste of time, space and money (Manda, 2005; Ndinoshiho, 2010; Kinengyere, 2007 and Baro, Ubogu & Endouware, 2011). The lack of patronage of these library resources must be worrying for most libraries. Among the possible solutions to this is marketing which will publicize these resources and encourage their use (Baro & Ebhomeya, 2013; Ekpenyong, 2003; Spalding & Wang, 2006; Adeyoyin, 2005; Mallon, 2013; Martey, 2000).

A review of the literature reveals that there has been more research into marketing of library services in the advanced countries (e.g. Kim & Park, 2006; Spalding & Wang, 2006; Massis, 2014; Schmidt, 2007; Adams & Cassner, 2001) compared to those in developing countries (e.g. Islam & Islam, 2009; Joseph & Parameswari, 2002; Kaur & Rani, 2008). The gap in knowledge on marketing of library services is also true of Africa. The few research on the subject in Africa, have been conducted in Kenya (Makori, 2010; Kavulya, 2004), Botswana (Nkanga, 2002), Nigeria (Adeyoyin, 2005; Baro & Ebhomeya, 2013; Ekpenyong, 2003) and Ghana (Alemna, 2001; Anafo, 2014; Lampsey, 2010; Martey, 2000). The studies in Ghana focused largely on public universities. This study aims to contribute in filling the void on the knowledge of marketing in private universities in Ghana – which are now more than sixty in the country.

1.3 Purpose of the Study

The purpose of the study is to investigate the attitudes of library staff towards the marketing of library services in selected private universities, available marketing strategies and plans, and how they are applied in the promotion of their services to patrons.

1.4 Research Objectives

The main objectives of the study were:

1. To ascertain the marketing policies used in the libraries of the selected universities.
2. To investigate the attitudes of library staff towards the marketing of library services.
3. To ascertain the effectiveness of marketing tools used by the libraries.
4. To ascertain the challenges or hindrances to the marketing of their services.
5. To make recommendations for efficient marketing of their services based on the findings.

1.5 Research Questions

The following research questions were addressed:

1. What marketing policies or strategies are used in the libraries of the selected universities?
2. What are the attitudes of library staff towards marketing of library services?
3. How effective are the marketing tools being used by the libraries?
4. What challenges do the libraries encounter in the marketing of their services?
5. How can the libraries market their services efficiently?

1.6 Scope of the Study

The study focused on the library staff in MUCG, WIUCG and RMU, their attitudes to marketing library services and the extent to which marketing principles are applied in the promotion of library services to patrons.

1.7 Theoretical Framework

Swanson & Chermack (2013) posit that theories are designed to help explain phenomena and in many cases to also challenge and spread knowledge within the confines of critical bounding assumptions. The researchers' further state that the theoretical framework acts as a structure that aids a theory of a research study. Also, Creswell (2008) indicates that the theory for a particular study directs the entire study. It is a model that guides the design of research questions and also with data collection. The theoretical framework further describes the theory that makes clear why the problem under study exists.

The study was guided by the 7Ps marketing mix originally propounded by Edmund Jerome McCarthy (McCarthy, 1960). Kotler & Andreasen (1991) define a marketing mix as “the particular blend of controllable marketing variables that the firm uses to achieve its objective in the target market” (p. 195). Kotler & Andreasen (1991) also mention that the 4P marketing mix is very appropriate for non-profit organizations seeking to satisfy customers but needs a little adjustment with regards to services. Eventhough some library studies have used the 4P marketing mix (Alipour-Hafezi, Ashrafi-Rizi, Kazempour, & Shahbazi, 2013; Arachchige, 2002; Kaur & Rani, 2008; Madhusudhan, 2008), it has been critiqued as not being complete since it does not consider customer needs (Bitner, 1995; Gronroos, 1994; Gummesson, 1998).

Zeithaml, Bitner, & Gremler (2013), describe services as “deeds, processes and performances provided or co-produced by one entity or person for another entity or person” (p.3). They are also described as a performance of duties that is in some way helpful to others. Services are further described by Zeithaml et al. (2013) as being intangible and normally taking place in interactions between customers and employees aimed at providing solutions to a customer’s needs or problems.

Bitner & Booms (1981) have expanded the popular 4P approach by McCarthy with three additional Ps to be able to help differentiate between service sectors. The 7Ps are: Product, Price, Place, Promotion, People, Process and Physical Evidence. According to Ratzek (2011), the extension of the 4Ps to a 7Ps framework is of great importance to the service sector and especially for the library as a service institution. Previous marketing studies (Adeyoyin, 2005; Austen & Ewers, 2004; Bamigbola, 2013; Islam & Islam, 2009; Jose & Bhat, 2007; Patil & Pradhan, 2014; Sharma & Bhardwaj, 2009) show that all of the 7Ps are relevant to all types of marketing including service marketing.

1.7.1 Variables of the Marketing Mix

Product

A product can be described as anything that a customer will benefit from in an exchange (Rowley, 2006). Products are basically developed so that they may be patronized and as such, they must provide value for customers. Customers also need to be given what they really desire and not what we perceive them to desire. Rowley (2006) further states that organizations need to sustain a certain quality of products in order to continually satisfy customer needs by constantly transforming existing products as well as taking out products that no longer meet customer needs or bring profits to the organization.

Price

Rowley (2006) describes price as “representing the agreed value of an exchange” (p.8). One variable that can easily be altered to match changes in the environment is price. According to Kim & Park (2006), “pricing of use of the library is usually that of the time and effort the user spends travelling to the library, as well as the time and effort spent searching for and examining materials and cost of a foregone alternative activity” (p. 4). Considering the price as a cost to users will help organizations recognize its importance in service provision.

Place

Kim & Park (2006) describe place as “not just the physical location of the information centre but also the way in which services are delivered, how customers access the information centres materials, get assistance and solve problems” (p. 4). The library may consider having branches, bookmobiles or e-mail services to help expand their service area.

Promotion

Promotion involves all techniques that are used to communicate the existence of products to target consumers. Promotion seeks to help create awareness of existing products as well as educate users abt the product to help create a good image of the particular organization. Promotion should also help to make known benefits that customers can get from the use of a particular product (CIM, 2009). Proper promotion also requires that employees be knowledgeable about the product in order to effectively communicate with customers.

People

People refers to all staff who play a key role in manipulating customers opinion about product quality. Staff must therefore be well motivated and have the right attitude towards ensuring the overall success of the organization. Also, it is imperative to make sure that staff who interact with users have the right training and are also well suited for the job (CIM, 2009). People may also include everyone who is in one way or another directly or indirectly involved in service delivery, for example other employees or other customers.

Process

Process details all the transactions that take place back stage before the product or service is delivered to the customer. It refers to all the methods involved in providing a service and it is thus very essential to be knowledgeable about whether services will be beneficial to customers or not. Processes that are not well designed will lead to slow and ineffective service delivery that in turn results in dissatisfied customers. Poorly planned processes also affect front-line staff in the performance of their duties.

Physical Evidence

Physical evidence depicts the environment where services are delivered, where customers interact with employees as well as all tangible cues that might influence the delivery of the service (Zeithaml et al., 2013). Tidy organizations coupled with neat and friendly staff will greatly go a long way in assuring customers of service quality. Most customers are also most likely influenced by what they see.

The adoption of marketing techniques among libraries globally, no doubt, has become very critical in recent times. The theory is preferred because its use will help bring out the best ways to address important aspects of daily library operations and will thus serve as a

guide to the entire study. The Product variable will help make library management aware of products and services within the library and how best they can be marketed to patrons as well as how best resources can be allocated to meet set objectives. The Promotion variable will also be influential in making known the best strategies that may be employed to best communicate the existence of available products. People, Process and Physical Evidence will also influence greatly users' decision to patronize particular products and services. A good knowledge of the 7Ps will help library staff beef up service provision and quality to attract as well as retain users.

A diagrammatic representation of these variables is depicted in **Figure 1.1** below.

Figure 1. 1: 7Ps Marketing Mix



Source: Devereux (2014)

1.8 Significance of the Study

The study is significant in many ways. It highlights the need for marketing policies for academic libraries, and education and creation of awareness of the latest technological

tools available for marketing of library services in academic libraries among library staff and administrators.

It is expected to sensitize the libraries to critically examine the strengths and weaknesses of their present marketing strategies and how to improve upon them. The recommendations are expected to help the libraries to identify and design products and services that will best meet their user's needs.

Even though there has been a lot of research on marketing library services, few studies have actually been focused on marketing of library services in private universities. Therefore this study will contribute in filling the knowledge gap in this area. It will also serve as a catalyst for further research and a source of reference to researchers, faculty and students.

1.9 Organization of the Study

The study has been organized into six chapters. Chapter One includes the background of the study, the problem statement, the purpose of the study, the objectives of the study, the research questions, the scope of the study, the theoretical framework and the significance of the study.

Chapter Two is the literature review. It is discussed under the following headings: Definition of marketing concepts, marketing policies or plans of academic libraries, the attitudes of library staff towards the marketing of library services, marketing tools used by academic libraries and the challenges of marketing library services in academic libraries.

Chapter Three is the methodology and discusses the research design, population and selection of subjects, data collection instruments, pilot study, data analysis and ethical review.

Chapter Four is the data analysis.

Chapter Five is the presentation and discussion of the findings emanating from the analysed data within the context of relevant literature.

Chapter Six is the summary of the findings of the study, conclusion and recommendations for improving marketing of library services based on the findings.

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CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Creswell (2008) asserts that, a literature review “shares with the reader the results of other studies that are closely related to the one being undertaken” and also “provides a framework for establishing the importance of the study as well as a benchmark for comparing the results with other findings” (p. 25). This chapter reviews related literature on the marketing of library services in academic institutions. The major themes discussed include definitions of marketing, marketing policies and plans of academic libraries, the attitudes of library staff towards the marketing of library services, marketing tools and strategies used by academic libraries, the use of Social Networking Sites (SNSs) in marketing library services and the challenges of marketing library services in academic libraries.

2.2 Definitions of Marketing

Marketing is described by Ojiambo (1994) as a jargon that has enjoyed extensive usage outside the domain of the main discipline that brought it about. It has a variety of definitions all of which converge to show that it is generally customer-oriented (Jestin & Parameswari, 2005; Kavulya, 2004).

Kotler & Armstrong (2012) give a broad definition of marketing as “the process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return” (p. 5). Jestin & Parameswari (2005) describe marketing as being able to study the needs of a particular group of people and in turn designing the right products and services that will best serve their needs.

With regards to non-profit organizations including library and information services, there is a general recognition that their continued existence is highly dependent on marketing (Alemna, 2001). In this regard, various authors have given different definitions of marketing relating to libraries aimed at better explaining the term.

In the library setting, Sharma & Bhardwaj (2009) refer to marketing as instruments through which both raw and processed information are transmitted to its members. Rowley (cited in (Rowley, 2003) describes marketing of information as “the marketing of information-based products and services” (p. 15). These products include books, journals, CDs, databases, electronic journals and newspapers. Ekpenyong (2003) opines that in libraries marketing describes a relationship between the library and its users to provide total satisfaction and with academic libraries, to satisfy the academic community. Baro & Ebhomeya (2013) assert that marketing within a university library implies a need to identify its objectives and users, and be able to develop products and services that can appropriately meet their needs. Similarly Shontz, Parker & Parker (2004) describe marketing as a particular set of activities which encourages purposeful exchanges between library staff and also users. On the other hand Adeyoyin (2005) mentions that marketing of information revolves around three main themes: “it is customer centered, profit centered; and anticipates changes through time” (p. 497).

Marketing in the library is also seen as creating awareness of all services and products to users with the use of different strategies (Alkindi & Al-suqri, 2013). Marketing of information services is also described as a way of consciously serving and satisfying the information needs of all categories of users (Kumar, 2014). This further echoes the need for library professionals to develop new and innovative ways of reaching out to, as well as bonding with their clients in this era of new and changing Information Communication Technology (ICT).

Even though there is no one accepted definition for information marketing, its meaning is quite consistent among scholars within the field. What is intrinsic about the definitions is that, marketing must involve the use of some promotional tool and must be targeted at a particular audience. In this study, marketing is defined as the ability of academic libraries to create better awareness of available products and services to their target clientele who are mainly staff and students using different strategies and tools.

2.3 Marketing Policies and Plans of Academic Libraries

Marketing can be described as a strategy directly aimed at ensuring total satisfaction of customers. Libraries primarily have one mission, to meet the different needs of their users, and a well written marketing policy should be an important aspect of the library's strategic plan in order to guide the library in accomplishing their mission (Broady-Preston & Steel, 2002; Cole, Graves, & Cipkowski, 2010; Garoufallou, Zafeiriou, & Siatri, 2013; Kaur & Rani, 2008; Nkanga, 2002; Robinson, 2012; Summey, 2004; Wenhong, 2006).

Cole et al. (2010) believe that formulating a marketing plan generally involves four steps. The first step, researching your market, involves finding out who your customers are, as well as different characteristics that each possesses in order to serve them better. The next step involves conducting a "Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to better identify the products and services that can be marketed" (Cole et al., 2010, p. 183). Following the SWOT analysis, it is important that the library sets Specific, Measurable, Achievable, Realistic and Timed (SMART) objectives aimed at ensuring that, the full benefits of the plan are realised. The last step involves a careful brainstorming about the plan to ensure that all loopholes have been successfully covered.

The researchers believe that a prototype of such an approach will be highly successful and meaningful to academic libraries who intend marketing their services.

Singh & Shukla (2009) believe that the first thing in terms of marketing is an appropriate marketing plan since the plan basically discusses what users need, information products to be marketed, and how to go about marketing etc. The researchers believe that there are two main purposes of academic libraries: achieving the goals of their institution and satisfying their customers. In order to achieve these, a well written marketing policy which will cover all aspects of marketing is essential to answer the following broad questions: “the current situation regarding the academic libraries, the products and services of the library; where the information centre/product/services should be in the next year, two years or five years; how the information centre/product/service will be able to realize specific targets and whether the information centre, products or services meet the targets set” (p. 641). The plan will be a successful way of achieving the following including: designing new products, identifying target markets, promoting a new demand for already existing products and services, and developing new products that have a sound client base.

This idea is further posited by Cheney (2008) who believes that a library’s effort at promoting products and services is an integral part of the overall marketing plan which also forms part of the library’s strategic plan and should not only reflect the missions and goals of the library but also match all long term goals of the library. The researcher further states:

“Although it may consist of no more than a one-page outline, a written plan not only provides direction and enables the library to better focus its marketing efforts, but also from a management standpoint it visually reflects to those

outside the library, particularly parties involved in library finances, that the library is designing programs and allocating resources in an effective and organized manner” (Cheney, 2008, pp. 282–283).

The researcher asserts that, the information needs of information seekers these days are changing and thus all efforts should be made to develop an effective marketing plan that will properly guide both library users and library staff.

In spite of the growing need for marketing plans and policies, a study in the United Kingdom by Bishop & Rowley (2013) revealed that only few libraries have marketing policies. The study was a three-phase exploratory mixed method survey comprising of website analysis, the use of questionnaires and semi-structured formal interviews in an attempt to find out the marketing and promotion approach adopted by independent libraries. In terms of policies, the study found out that only five out of the eighteen libraries sampled had a marketing policy. The researchers believe that, the absence of marketing policies poses a danger since without the policy it is generally difficult to develop marketing goals that can guide the overall purpose of the library.

This finding is similar to that of Baro & Ebhomeya (2013) conducted in Nigeria to find out the different strategies being used by university librarians to market library resources to staff and students. The study concluded that, the lack of a marketing policy is a major factor militating against effective marketing of university library services and could be a major reason why most libraries are not marketing their services adequately. The researchers also assert that, for university libraries in developing countries to effectively carry out marketing activities in their institutions, they need to formulate marketing policies to enable them achieve their goals. The policy statement will guide activities such as: how to go about marketing, who is to perform a specific function and the

appropriate period to carry out marketing activities (Baro & Ebhomeya, 2013). Once the marketing function is given a priority, it will be very difficult for it to be overlooked within the library. This is because each and every member within the library will be guided by the written policy in their day to day activities.

The growing competition among information providers worldwide has compelled library staff to find new and innovative ways of informing users about the benefits of using the library products and services and the best way for libraries to do this is to have a clear mission and strategic plan for marketing (Smith, 2011). The presence of a plan will enable all activities to flow in a logical and sequential order. In this regard, the Adelphi University Library set out to implement a strategic planning process aimed at moving the library forward in a positive direction and was projected to last for three years. The plan gave the library a chance to assess the specific needs of their users as well as focus funding on those resources and services that are most needed. The marketing plan provided consistency by outlining clear objectives and strategies that will better make the users aware of the value of the library resources. The plan further involved the entire library staff and therefore created a shared recognition that marketing was part of their daily routines (Smith, 2011).

Additionally, Garoufallou et al. (2013) believe that by embracing a strategic planning marketing approach, Greek academic libraries would be able to gain an in depth understanding of their user's needs, develop or modify services to meet user needs better, improve user perceptions while eliminating false perceptions towards libraries, and also attract new users. This assertion is supported by Dubicki (2007) who mentions that, a manageable marketing plan will be able to incorporate input from both library staff and users as well as make known library programs and services to their users. This will help put libraries that have working plans well ahead of their competitors since they will be in

a better position to know exactly what they want to achieve as an institution and also what their clients expect from them and as such work towards those goals.

2.4 The Attitudes of Library Staff towards the Marketing of Library Services

For the marketing plan or policy to succeed, it needs to be applied in a very conducive environment and among others, have librarians who are positive and enthusiastic about it (Kaur & Rani, 2008). In other words since the success of any marketing program cannot be the sole responsibility of an individual, there is a need for the commitment and involvement of all library staff.

Numerous studies have been carried out to investigate the attitudes of librarians towards marketing of library and information services. The main rationale for these studies is that librarians need to be exposed to marketing principles and also to apply them in their institutions in order to survive in this era of information explosion and technological advancement. Some of these studies have showed that librarians have positive attitudes towards marketing.

For example in India, a study by Kaur & Rani (2008) sought to find out what library staff thought of the idea of marketing and its actual application to university library products and services. Data collection was by interviews and a two-part questionnaire. While Part I of the questionnaire assessed the attitude of librarians and other professional staff towards different facets of marketing of information products and services using a five-point Likert scale, Part II sought to gain more information about library data such as various library services as well as any budgets spent on marketing activities. Fifty nine library professionals comprising Librarians, Deputy Librarians and Assistant Librarians participated in the study with a response rate of 88.1%. The findings showed that the

librarians have a positive attitude towards marketing information services and products of the library but were discouraged from adopting marketing principles within the library due to lack of exposure on the concept.

Another study by Shontz, Parker, & Parker (2004) was aimed at finding out the attitudes of librarians towards library marketing in public libraries. The survey research used a questionnaire made up of seven-point Likert-scaled items to identify the opinions of respondents on statements relating to marketing. Questions asked examined how best librarians were taking advantage of marketing and also any positive or negative perceptions about marketing. The findings showed that majority of the respondents agreed with statements that showed a positive attitude towards marketing. For example statements such as “marketing is relevant to the needs of libraries” and “libraries need marketing to survive in an increasingly competitive environment” received positive responses from respondents (Shontz et al., 2004, p. 70). However it was realised that a more positive attitude towards marketing was shown by those who had been working in the library for a longer period and others who had benefitted from a course in marketing.

Singh (2009) suggests that, “a positive marketing attitude of the library leadership is a prerequisite for the market oriented behaviour of the library” (p. 31). His study focused on 23 academic libraries and 10 special libraries in Finland. Data collection was by the use of a semi-structured interview guide to gather data from the library staff. Questions asked elicited information about both professional and personal characteristics such as any experiences or exposure to marketing seminars or marketing education. The results of the study showed that lack of knowledge of marketing techniques by respondents is a huge restriction in their readiness to apply marketing concepts. Such respondents had little or no knowledge of marketing concepts either through course work, seminars and conferences. In contrast those with formal or informal education on marketing had a very

positive attitude in their readiness to apply marketing principles to their work. These findings underscore a great need for more formal and continuing education on marketing via seminars and conferences for all library staff to be able to enforce the best marketing techniques within their libraries.

A Nigerian study by Chegwe & Anaehobi (2015) that sought to ascertain the perception and attitude of academic librarians' towards marketing library services in Delta State, Nigeria revealed that academic librarians have a positive attitude towards marketing library services. The study adopted the survey research design and involved 146 academic librarians in 12 higher institutions in Delta State, Nigeria. A structured questionnaire was the main data collection instrument for the study. Out of the 146 questionnaires administered, 138 were retrieved and analysed. The positive attitude expressed by the librarians was ascribed to the intrusion of Information and Communication Technology (ICT) by some individuals which made information readily available to users with these facilities. A change of attitude will therefore be helpful to librarians in retaining their clients.

The findings of previous studies were seemingly echoed by Garoufallou et al. (2013). The researchers examined the attitudes and perceptions of library staff towards marketing applications and found that library staff acknowledged the importance of adopting marketing techniques as an avenue to promote library services. They further believe these techniques can be very effective if they are well incorporated into their daily routines. Despite their appreciation for marketing, the library staff indicated that they had little exposure to education on marketing. The study suggested more training programs or seminars relating to marketing for their staff so that it becomes an integral part of their strategic planning process and routines.

Some studies focused on some factors like willingness to accept change, sociability and any skills or training on any attitudes to marketing. A United Kingdom (UK) study by Estall & Stephens (2011) for example, sought to find out some personality factors that may have an effect on the attitudes of library staff in three academic universities in the UK. Fifty-four academic library staff participated in the study and the main data collection instruments were the use of questionnaires and follow up interviews with 4 key management staff. The findings showed that the library staff have a positive attitude towards marketing and find it very necessary in the present environment. The researchers also uncovered a gap between knowledge and understanding of marketing as staff were not sure of the proper definition for marketing.

Similarly, Aharony (2009) in his study explored the attitudes of academic, school and public librarians towards marketing in libraries. The researcher examined whether certain characteristics such as extroversion, resistance to change and empowerment may influence the attitudes of librarians on marketing within their libraries. The study included 156 participants and questionnaires were used for data collection. The salient finding of the study was the relationship between the personal characteristics: empowerment; extroversion and resistance to change; and the attitudes of staff towards marketing. The findings re-echoed that of previous research, Kanaujia (2004), on the need for librarians to be made aware of marketing concepts in order to sustain their essential status as information providers despite the growing emergence of new technologies as well as other information providers.

Literature on staff attitudes towards marketing have generally been positive with studies showing that librarians are quite eager to embrace the marketing concept and ensure its full use in their respective libraries. What however remains is the actual enforcement of

marketing initiatives and strategies within academic libraries in order for libraries to continually remain visible among their targeted user group.

2.5 Marketing Tools and Strategies used by Academic Libraries

In this ever changing dynamic world, most users of libraries particularly those in academic environments are finding less reasons to visit libraries since they are able to easily access information resources without having to actually visit the library (Makori, 2010; Nooshinfard & Ziaei, 2011; Sharma & Bhardwaj, 2009; Spalding & Wang, 2006). The task of library and information professionals in making known what they have to offer is also of prime importance since they are operating in a very competitive environment. Academic libraries need to communicate very well to both current and potential users about the benefits of using the library to ensure that they still remain relevant in this very dynamic world since majority of users are ignorant of the mass of information contained in libraries (Baro & Ebhomeya, 2013; Hallmark, Schwartz, & Roy, 2007; Spalding & Wang, 2006).

Academic libraries are using various strategies for marketing their services and products. Some of these strategies include the traditional methods of marketing such as brochures, user orientation, posters, e-mail lists, online newsletters, exhibitions and announcements in the local press and media. This was revealed in a study by Garoufallou et al. (2013) with the purpose of describing the marketing methods and techniques used in Greek academic libraries. The survey research employed the use of questionnaires distributed to 151 central and departmental libraries located all over Greece. The study recommends that, in order to survive in this constantly changing competitive environment, libraries need to find the most cost effective ways of communicating with their users whiles also setting priorities in developing sound marketing strategies.

A case study conducted by Kavulya (2004) in selected universities in Kenya also investigated the extent to which libraries were carrying out marketing activities and the forms of marketing tools being used. The study revealed that the universities were making efforts at making users aware of library services by using the following: Newsletters, Notice Boards, Brochures, Printed Notices, Annual Reports, Library Manuals and Guides, Library Orientation and Internet Home Pages. Despite these efforts however, the universities were not engaging any formal marketing strategies that would enable them get information about specific requirements of users or their awareness or use of the services being provided.

Another study conducted in Nigeria revealed that libraries were using strategies such as: library publications, university radio programmes, e-mail alerts, library week, orientation talks, library instruction in General Studies (GST), seminar/workshops, university bulletins and the library website in marketing library resources. Others were staff meetings, newsletters, the university intranet, library committee and one-on-one talk (Baro & Ebhomeya, 2013).

Nkanga (2002) in his study sampled selected information providing institutions in Gaborone and identified that, the most common methods used to market library services were mainly promotional methods such as circulars, direct mailing, personal contacts, newsletters, posters, acquisition lists, library tours and telephone calls. The findings revealed that although the libraries and information centres did not have a well-defined marketing strategy, there was a high recognition of the importance and need for inculcating marketing into their activities.

Similarly in Sokoto Nigeria, Adegoke (2015) investigated different strategies employed by the Abdullahi Fodiyo library in attracting more clients as well as retaining existing

users. The strategies identified in the study included: creating awareness about current information relating to scholarships or other academic opportunities from magazines, posting photocopies of internet sources or newspapers on notice boards for users, posting information about various programmes and activities being conducted by the library including workshops and seminars, library orientation, user education on the university's website and library portal, use of exhibitions, current awareness services, suggestion boxes, selective dissemination of information, bulletin boards, creation of links on the library portal to current information, eye-catching displays and the use of knowledgeable and enthusiastic staff.

Komolafe-Opadeji & Haliso (2012) believe that library marketing needs to go beyond the normal routines. In the view of the researchers, librarians' can publicize their services by putting together publications that help portray the specific projects available in their libraries as well as any successes and challenges at various conferences and forums to keep those who might have no idea of happenings in the library abreast with all developments. Personal selling on the part of librarians is also a very important strategy since they will be able to talk about the services of the library to everyone they meet through socialising within the university community. Building a corporate image for the library as well as organizing workshops and seminars for all categories of library users will help make libraries and library staff recognized as being experienced while further boosting their self-confidence and esteem.

In Ghana, Martey (2000) identified the following marketing strategies as necessary skills that will permit libraries to effectively vie with new directors, custodians and disseminators of information:

- Enlightening and educating policymakers about happenings in the library as they may not be well informed.
- Designing and making more attractive the image of the library by avoiding “dirty walls, tattered and dusty books, stinking washrooms and toilets, bad lighting, poor ventilation, inconvenient opening hours, noise, badly dressed and unhelpful staff, and bad telephone manners” (p. 264).
- Personal selling - where librarians can link up and mingle with their lecturers and colleagues in the academic community to talk about the services of the library.
- Publicity and public relations - Librarians can write editorials or short pieces about current on-going projects and their challenges and achievements at various international conferences by granting special interviews to the press and television stations.
- Sales promotion by getting users to use some services free of charge initially then charging them for use after they become interested in those service or products

The researcher strongly believes that marketing can be an important tool in handling the current competition that faces the library.

It must be noted that libraries cannot market what they do not have and as such, provision must be made for all the essential services to be readily available in order to ensure a successful marketing campaign. Continuous financial support for the library may depend on proven use of the library and this should be a constant reminder for all libraries in their bid to enhance marketing initiatives.

2.6 Use of Social Networking Sites (SNSs) in Library Marketing

Since the advent of social media in recent years, there has been a significant and extensive change in communication between various individuals, communities and organizations. Kaplan & Haenlein (2010) describe social media as “a group of internet based applications that build on the ideological and theological foundations of Web 2.0, and that allow the creation and exchange of user generated content” (p.61). They include networking sites like Facebook and MySpace, micro blogging websites like Twitter, and other forms of social media like podcasts, photos, blogs and videos. Xie & Stevenson (2014) further describe social media as a form of communication through the internet which enables social interaction.

SNSs are seen as a part of social media and have been found to provide users with a lot of information posted by others and in this regard, business organizations as well as information institutions such as libraries have also started creating their own pages on SNSs to promote their services (Alkindi & Al-suqri, 2013). Alkindi & Al-suqri (2013) further define a SNS as:

“An online communication and marketing tool in which individuals as well as organizations can build online profiles in order to share information, exchange messages with others, maintain relationships in social networks and to communicate with the majority of SNS members” (p. 2).

Libraries are gradually accepting the use of social media to be able to deepen their ties with their user community as well as publicize their collections. Owing to the increasing number of users on popular social media sites, academic libraries can greatly benefit from the use of social media to interact with their users, students and faculty, to help make known different services being provided by the library (Burkhardt, 2010; Chu &

Du, 2012; Ezeani, 2012; Islam & Habiba, 2015; Khan & Bhatti, 2012; Sahoo & Sharma, 2015). Social media has been found to complement the more traditional forms of marketing techniques which hitherto were used in organizations and institutions including libraries.

In one study, Chu & Du (2012) in an exploratory study sought to determine the use of SNSs in academic libraries, the extent to which they were being used as well as the attitudes of staff towards the use of the SNSs and any benefits and challenges with its use. The study received a response rate of 27%, that is 38 university libraries out of the initial 140 university libraries across North America, Europe and Asia. Findings of the study indicated that 27 libraries (71%) were employing the use of SNSs, 5(13%) had plans to use these tools in the future and 6(16%) had no plans to use them at all (Chu & Du, 2012). The most commonly used tools by library staff are Facebook and Twitter. Other tools used are Blogs, Slideshare, Delicious, Instant Messaging, Wikis, LinkedIn, Flickr, Issu and YouTube.

The Library staff were found to use the SNSs in conveying general library information. Apart from the benefits of using the SNSs which included an enhanced interaction between the library and students as well as the quick spread of information, the libraries faced some challenges in their use of SNSs. They include:

- Inadequate time given to staff to learn how to use them;
- Additional time required to monitor these tools;
- Inadequate mastery of the technological tools which are very dynamic;
- Understanding perfectly how each tool worked and how to associate it with specific products and services.

A similar study conducted in Bangladesh by Islam & Habiba (2015) indicated that most of the participating libraries used mostly Facebook and LinkedIn in their marketing efforts. Other SNSs used by the libraries include Twitter, MySpace, You Tube, ResearchGate, RSS, Delicious, Wikis, Blogs, Library Thing, Slideshare, Online groups/Forums, Flickr/Picassa and Orkut. The study revealed that the major uses of social media are for marketing library products and services, modernising the image of the library, sharing useful links, sharing library news and events, tagging related resources and video conferencing. The use of social media however came with many challenges including electrical failure, issues relating to security and privacy, lack of relevant and skilled Information Technology (IT) personnel and also slow internet speed.

A survey conducted in Pakistan by Khan & Bhatti (2012) involving thirty-seven respondents from two universities, demonstrated the different ways social media could be incorporated into the marketing of library services. The study further demonstrated the positive attitude of respondents towards the use of social media in marketing library services. The use of social media was also confirmed as an important marketing technique in the library among both online and regular users. According to respondents, “it also offers more than just the traditional ways of marketing by allowing users to create, connect, converse and share information and help the libraries to get closer to the users” (Khan & Bhatti, 2012, p. 6). The respondents also suggested using Facebook, Wikis, LinkedIn, Blogs and YouTube for marketing different library services. Some of the problems encountered in the application of social media include lack of technological knowhow, privacy and identity theft, slow internet, low level of training opportunities and power disruptions.

Sahoo & Sharma (2015) recognize that, SNSs are becoming an important area of interest to libraries and information centres in order to help implement new services and also to

keep their users informed about new products and services. The study, conducted in India, identified various benefits to both clients and librarians that may be derived from the use of SNSs. They include facilitating effective communication between librarians and their patrons, making library resources available to patrons and helping librarians and libraries to stay abreast with the latest technologies as well as compete effectively with the developed world.

Another study by Dickson & Holley (2010) further reiterated the use of major social networking tools in academic libraries within the US. The researchers investigated the use of social networking sites that were being used to reach out to users in academic libraries. A systematic search was conducted in the library literature and from Full Text databases for relevant articles and books on social networking from 2006 to 2009. The study identified Facebook, MySpace, Blogs, Wikis, YouTube, Flickr and Second Life as some of the most trendy social media websites that libraries may utilize to reach out to students. With an increase in electronic and internet resources, most students may never feel an urgent need to visit a physical library or to involve a librarian in their research work. The efforts made by libraries to reach out to students in their comfort environments are essential in offering expert and professional services to them. Some drawbacks to the use of social media sites were also identified as low usage on the part of students, students not being receptive to the idea, students mainly using social networking sites to divert their attention from their academic activities rather than linking up with libraries and the need for academic librarians to adopt the use of these tools for effective service.

Additionally in a study in India, Kumar & Kumar (2014) sought to find out students' opinion regarding the use of SNSs by the library and their expectations of the library regarding the use of SNSs. The study adopted the survey approach and use of well-

structured questionnaires for data collection. One hundred and seventy students participated in the study. The findings indicated that, students are generally aware of SNS applications and use them frequently. Students are also enthused about receiving information about events, collections and new arrivals of the library through SNSs. Furthermore, majority of students would like their librarians to connect with them through SNSs.

In Nigeria, Akporhonor & Olsie (2015) found that Blogs and Facebook are the most commonly used social media in promoting library services. The study sought to determine librarians' use of social media in promoting library and information services in university libraries in South-South, Nigeria and sampled 304 librarians selected from 9 university libraries in three selected states. Some of the benefits that are derived from the use of social media include:

- enhancing two-way communication;
- making communication to library users easier;
- providing a forum for feedback and;
- helping build brand loyalty

The major challenge faced by librarians had to do with issues relating to privacy. Other challenges were inadequate technology and internet facilities, network problems, lack of awareness, lack of funds, lack of social media skills and also erratic power supply.

2.7 Challenges of Marketing Library Services

In spite of the great significance and numerous advantages of marketing, most libraries have shown a great deal of apathy in embracing marketing techniques in their operations hence restricting their scope of users and overall patronage (Kaur & Rani, 2008; Kaur,

2009). This may be as a result of certain factors that are hindering the successful implementation of marketing initiatives in libraries especially academic libraries. Some of these factors have been revealed in numerous studies.

For example, Islam & Islam (2009) in their study stated that most libraries in developing countries, like Bangladesh, are still mostly grounded in the traditional school of thought of lending books to users and also assisting them to find the necessary materials in libraries. In the view of the researchers, some of the problems that libraries in developing countries face in implementing marketing concepts include:

1. Ignorance about marketing concepts
2. Lack of proper education and training of library staff
3. Negative attitude of users
4. Lack of definite marketing strategies and policies and
5. Lack of proper financial support

The above factors in most instances deter the libraries from even thinking about putting in place marketing concepts which will go a long way to improve overall patronage of library products and services.

In India, Mahesh (2002) also identified ten major barriers that hinder the marketing of information products and services. These include the following:

1. The Carnegie Syndrome where majority of users still perceive the library to be a place to obtain services at no cost.
2. A lack of needs assessment on the part of libraries as they are rather interested in collection development and management in the library without concentrating on the services or information products that will be of value to the users.

3. A lack of skilled and qualified manpower to work in computer environments.
With the introduction of IT in libraries and information centres, library staff need to acquire the essential skills which are an important necessity for surviving in a computer environment. This is however not the case in many instances as most libraries are lacking information professionals.
4. Pricing of information products and services is also an important issue as there is no one benchmark used to price information services and products.
5. Libraries are also compromising on much-needed journals and books which may be very necessary to patrons due to budgetary cuts.
6. Poor quality services by some libraries also hinder effective marketing. A service or product that is of high quality is most likely to be patronized by customers. Avoidable factors such as hold-ups in rendering the service, not meeting the desires of customers, poor response to customers etc., can turn away potential or prospective customers.
7. Another problem is the lack of Public Relations (PR) skills by librarians. He states that, “the problem is the habit of not talking about the good work” (p.37). Librarians need to as much possible perform PR work both externally and internally.

The researcher believes that the ability to recognize and triumph over these barriers to marketing can ease the operation of marketing programmes in libraries.

A Nigerian study by Okon & Umoh (2014) also demonstrated the existence of certain barriers relating to marketing in university libraries. The researchers identified lack of funds, low level of marketing knowledge by library personnel, difficulty in marketing diverse services to various clienteles and the little value which has been placed on

information thereby making the need to market somewhat unnecessary in Nigerian university libraries.

Also in the view of Chegwe & Anaehobi (2015), several challenges such as the casual attitude of librarians in supplying needed information, absence of marketing in the library curriculum, ignorance of marketing concepts by staff and poor support by library management are the perceived challenges to the marketing of library services. Their study was focused on the perception and attitudes of librarians towards marketing in Delta State Nigeria.

The major problems in developing marketing programmes in university libraries as identified by researchers relate to obtaining manpower and financial support (Kanaujia, 2009; Kaur & Rani, 2008). Kanaujia (2004) in their study of the need for marketing concepts in libraries and information centres, further identified lack of knowledge and a misconception about the concept of marketing on the part of librarians as major barriers in the application of marketing concepts in their respective libraries.

In Botswana, Nkanga (2002) further opines the results of previous studies. His exploratory study sought to find out the extent to which information providing institutions in special libraries in Gaborone market their services. The major challenges to the marketing of library services according to the respondents in the study were shortage of staff (19%) and financial constraints (15%). Another constraint identified was a lack of training in marketing.

In another study to identify the different strategies used by librarians in university libraries in Nigeria in marketing the library resources and services, Baro & Ebhomeya (2013) sought the views of respondents on their levels of agreement or disagreement on factors that hinder the application of marketing strategies. Of the various factors

proposed, the non-responsive attitude of staff towards marketing received the highest percentage as being a major factor. Other factors that were equally disturbing are lack of funds to carry out marketing activities, lack of facilities such as computers, the problem of not knowing what to market and the lack of adequate marketing training for librarians. Respondents were also asked to mention other factors that in their opinion hinder marketing activities. Some of the factors they mentioned were poor marketing strategy, absence of a marketing policy, apathy by university management towards library services and lack of functional computers with internet connectivity.

Other challenges cited in the literature are: people expect information to be free and thus create resistance to the notion that information has a price. In addition, library budget cuts by the management of most institutions, scarce infrastructure which includes a stable power source, lack of an appropriate atmosphere that can sustain electronic networking as well as a lack of adequate financial resources to support and maintain Information and Communication Technology (ICT) are the major barriers to marketing information resources in the Kenneth Dike Library in Nigeria (Ekpenyong, 2003).

2.8 Summary of the Literature

The literature reviewed has clearly shown that, librarians need to ensure that library resources are made available to students and if social networking will facilitate the reality of this goal then it should be enthusiastically embraced and applied in libraries. Social media have become a major platform for sharing and keeping abreast with real-time information all over the world. They basically allow people to interact and keep in touch with individuals, groups or communities and their possible uses by libraries have become very fundamental in the present information society. It is therefore imperative for library professionals to consider the extent to which they can enhance or modify their

activities through this technology. The use of social media in libraries is more evident in developed countries, even though efforts are being made by developing countries to incorporate them in their library activities.

In spite of the benefits associated with marketing of library services, there are also many challenges. In order to counter these numerous challenges, libraries have to conduct user surveys to be able to better appreciate their users' needs and design appropriate services to meet these needs. As budgets continue to decline, alternative sources of funding have to be considered in order to keep the library running to the benefit of both staff and students. Provision must also be made for continuous training programs for staff to keep them abreast with all the latest technologies that will be relevant to their work. Well-crafted marketing plans also need to be incorporated into the overall plans of libraries in order to guide all activities relating to marketing.

2.9 Conclusion

The numerous studies conducted on marketing library services reveal that the value of marketing library services can no longer be ignored. Therefore, libraries need to put down well thought out plans that will guide them in reaching their preferred goal of retaining existing users as well as drawing in new users. Failure to catch on with the concept of marketing may facilitate a take-over by commercial vendors and since users do not mind paying for information provided it meets their needs, they might abandon the libraries and patronize the latter. Thus, an urgent action needs to be taken to ensure that libraries continually remain relevant in this very dynamic information age.

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CHAPTER THREE

METHODOLOGY

3.1 Introduction

A methodology is a set of procedures used in the collection and analysis of research data. This section gives a detailed account of the methods used in gathering the necessary information to make the study successful. Sub-sections include; research design, selection of subjects, instrumentation, presentation and analysis of data and ethical considerations.

3.2 Research Design

Creswell (2008) describes research designs as “plans and procedures for research that span the decisions from broad assumptions to detailed methods of data collection and analysis” (p. 3). In other words, the research design represents how data is going to be effectively gathered to meet the stated objectives of the study.

Qualitative methods were used. Qualitative research or methodology has been explained by several authors including Kavulya (2004), Creswell (2008) and Vasileiou & Rowley (2011). For example according to Creswell (2008), the qualitative approach involves a more natural setting where researchers collect data at the site and has several advantages. For example, qualitative research provides multiple forms of data collection for researchers through the use of observations, interviews and other documents rather than depending on a single source for data; researchers are then able to make sense out of the large amounts of data and organize them into the right categories. Qualitative research also maintains the opinions of respondents by generating detailed data which gives different ways of understanding the problem under study (Labaree, 2013).

3.3 Selection of Libraries for the Study

The researcher purposively selected the libraries of three private universities out of the total number of 68 private universities in the country (NAB, 2015). The academic libraries are those of the MUCG, WIUCG and RMU. Babbie (2004) indicates that purposive sampling, also referred to as judgemental sampling, takes into account the judgement of the analyst with respect to the attributes of the representative sample. Despite its inherent bias, purposive sampling has been described by researchers (Bernard, 2002; Lewis & Sheppard, 2006) as giving dependable and powerful information.

The selection was based on the following factors:

- Age of the University – It was assumed that older universities will have better equipped and established libraries. The selected institutions were chosen because they are among the few private universities which have been in the country for some time and are competing strongly with the older public universities in the country for academic excellence.
- Accreditation of the University – The National Accreditation Board (NAB) of Ghana is mandated to accredit both private and public tertiary institutions based on the contents, standard of their programmes and adequacy of their infrastructure/facilities including libraries. A preliminary investigation of the researcher revealed that the selected universities have put up modern, functional and well established libraries that seek to cater for the educational and research needs of their patrons.
- University Rankings - A recent web ranking of universities done by CSIC (2016) places these universities among the top fifteen private universities in the country.

An important criterion for the rankings included the quality of the university's resources including their libraries.

It is believed that the findings of the study will give a true picture of marketing of library services in private universities based on the selection criteria.

3.4 Selection of Subjects

3.4.1 Population

A population may be considered as a group of individual persons from which samples are taken for statistical measurement. A population may also be described as any size which has at least one (and sometimes several) characteristics that sets it apart from any other population (Fraenkel & Wallen, 2003). Kumekpor (2002) further describes a population as referring to the entire group of individuals or objects in which researchers are interested in generalizing their findings. Nwana (2008) also indicates that, population in research could also refer to all members of a target group as defined by the objectives of the study.

Thus the study population is defined as all the professional and para-professional library staff of the selected academic libraries, that is, MUCG, WIUCG and RMU.

Table 3. 1: Study Population

Institution	Number of Library Staff
MUCG	9
WIUCG	8
RMU	6
Total	23

Source: Field Data, 2016

There are a total of 23 library staff at the three libraries (Table 3.1). However two library staff, one each from MUCG and WIUCG, were not available at the time of data collection and all efforts to contact them proved futile. As a result, a total of 21 library staff from the three institutions participated in the study (Table 3.2).

Table 3.2: Staff Interviewed for the Study

Institution	Number of Staff Interviewed
MUCG	8
WIUCG	7
RMU	6
Total	21

Source: Field Data, 2016

3.4.2 Instrumentation

Instrumentation as described by Fraenkel and Wallen (2003) is the whole process of gathering data. Interviews were the main data collection instruments. According to Kumar (2005), an interview involves a person to person interaction between two or more people. The researcher further states that, interviews play a very important role in any research activity because it helps to reveal certain facts that the researcher has not even thought of especially when a good relationship has been established between the researcher and the respondent (Kumar, 2005). Other advantages as opined by Minter (2003) include direct feedback from respondents, opportunity to probe, personal interaction with respondents, topics can be explored in depth, flexibility, opportunity to

explain or clarify questions and also yields rich data, details and new insights. Questions asked sought to elicit information from respondents that can be compared and contrasted.

Semi-structured interviews were used to elicit primary information from the respondents. Semi-structured interviews were preferred since it made it possible for the researcher to prepare her questions before the interviews. Again, it was more preferred to a structured interview since each of the respondents was unique, and needed to be approached as such. Although face-to-face interviews can be time intensive and prone to possible bias, they provide visual cues or aids to the discussion (Woods, 2011). An interview guide was designed based on the specific objectives of the study. The guide approach was intended to ensure that the same general areas of information were collected from each interviewee. Interviewees were encouraged to speak openly, frankly and give as much detail as possible.

3.4.2.1 Pilot Test of Interview Guide

There was a pilot interview with three library staff at the Balme Library of the University of Ghana to establish the efficiency of the data collection instruments and recording devices. Questions found to be a bit confusing or misleading were revised appropriately.

3.4.2.2 Data Collection Procedure

Data collection for this study spanned a total of five weeks within the months of March and April 2016. Before the data collection period, the researcher sent letters of introduction from the Department of Information Studies to the selected institutions. She visited the various institutions under study to familiarize herself with the environment in order to ascertain how best the interview sessions will be planned and to accommodate

any unanticipated events. Interview schedules were prepared and finalized in consultation with the Heads of the various libraries.

All the interviews were conducted in the various libraries at the respondents' desks during their lunch break. Before the researcher conducted each interview, she thanked the respondents for their time and willingness to be a part of the study, assured them of utmost confidentiality of all information given and also sought their consent to record the interview. The one on one interviews lasted approximately 25 to 30 minutes for each respondent dependent on how much time participants were willing to spend and how much information they were willing to share. Some respondents gave elaborate answers while others gave very short answers. The questions included the following:

- Duration of service in the library
- Level of library education
- Training in marketing
- Their description of marketing
- Knowledge of existing marketing policies
- Attitudes towards marketing
- Strategies used in marketing
- Challenges faced in marketing

Despite the assurances given to respondents, some were quite reluctant to talk freely for varied reasons. There were also a few interruptions by library patrons who appeared to be unaware of the interviews taking place with respondents.

3.4.3 Transcription

The audio-recorded interviews were transcribed. The researcher listened to the interviews and typed out both the questions and responses of each participant verbatim. The researcher also assigned unique identification numbers to each respondent to maintain their confidentiality. The numbers were from 1 to 21, that is, the total number of respondents. Each number was preceded by the first initial of their institution. For example a respondent from MUCG was tagged M1, another M2 etc.; Respondents from WIUCG were tagged “W1”, “W2” etc. and respondents from RMU were tagged R1, R2 etc.

3.4.4 Data Analysis

Hancock (2002) notes that, data analysis in a research undertaking includes compressing the mass of information gathered and introducing the outcomes in a manner that imparts the most critical highlights. Cooper & Schindler (2003) further describe data analysis as an instrument for lessening and arranging information to deliver discoveries that compel translation by the analyst. The researcher also shares in the opinion of Byrne (2001) that a very large volume of detailed data emerges out of qualitative research, and since it is often subjective and contextually loaded, they would have to be revised to represent major themes or categories that describe the phenomenon being studied.

The study used both qualitative and quantitative data analysis. The qualitative data analysis process has been described by several authors such as Creswell (2008). The transcribed data was analysed as follows: The researcher first familiarized herself with the data by reading through the transcribed data twice. The purpose of this initial reading was to obtain a general idea of respondents’ thoughts concerning the questions that they were asked. This was followed by the creation of codes or categories based on the

research objectives. The codes included: understanding of marketing, existing marketing policy, importance of marketing, marketing tools, challenges of marketing etc. The researcher then coded the data. This was done by segmenting the data based on the codes. For example all responses relating to ‘understanding of marketing’ was copied and pasted under that code. This allowed the researcher to look at the responses to each category individually in order to make sense out of it and to identify further categories and emerging themes. The researcher compared and contrasted relevant themes from individual institutions in order to draw the necessary conclusions.

Some of the data was analysed quantitatively. For example, questions relating to the attitudes of library staff were posed using a five point Likert scale ranging from 1 to 5. This data was analysed using the Statistical Package for Social Sciences (SPSS) v.16. Data was coded and entered into the SPSS spread sheet for processing and this helped generate outputs in the form of frequency tables and percentages.

3.5 Ethical Considerations

Creswell (2008) states that researchers need to safeguard their study respondents, build up a trust with them and also advance the honesty of the study. Ethics further help to characterise what is or is not true and what good research techniques include (Neuman, 2007).

The study adhered to the ethical principles of the University of Ghana. Approval was sought from the management of the MUCG, WIUCG and RMU libraries to undertake the study in their libraries. An introductory letter introducing the researcher to the respondents was taken from the Department of Information Studies to inform participants about the purpose of the proposed study and also to obtain their permission. The researcher was also introduced to the professional and paraprofessional employees

and she interacted with them to further clarify the reason for the study as well as affirm their privacy and anonymity.

When their consent was sought, interview appointments were made. All participants were therefore duly informed about the purpose of the study before deciding to participate in the study. Their confidentiality was also assured. They were not asked to disclose any personal information such as names, date of birth etc. Also, all participants were assured that their responses will be used solely for academic purposes and were encouraged to speak freely. To avoid plagiarism, the researcher acknowledged all sources that were used in the study by providing appropriate, complete and adequate references of such sources.

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CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter presents the analysis of the data collected from participants included in this study. Data obtained from the interviews have been analysed using both qualitative and quantitative approaches. Where necessary, tables, pie charts and histograms have been used to document and support the interpretation of data obtained. The researcher presents the findings under the following themes: marketing policies and plans of academic libraries; the attitudes of respondents towards the marketing of library services; marketing tools and strategies used by academic libraries and the challenges of marketing library services in academic libraries.

4.2 Background Information

The respondents were asked to indicate their duration of service in the library, level of library education, training in marketing and their description of marketing

The findings (Table 4.1), show that majority of the staff, (19 or 90.5%), had been working in the library for at least three years. With regard to their library education, the findings (Table 4.2) indicate that 13 or 76% have had some form of library education. Again, when they were asked whether they have had any training in marketing, the findings (Table 4.3) showed that more than half of the respondents (12 or 57.1%) have had some form of marketing training.

Table 4. 1: Duration of Service of Staff

Institutions (N=21)	3 years + Freq(%)	2 years Freq(%)	1 year Freq(%)	Total Freq(%)
MUCG(N=8)	8(100)	0	0	8(100)
WIUCG(N=7)	6(85.7)	1(14.3%)	0	7(100)
RMU(N=6)	5(83.3)	1(16.6)	0	6(100)
Total(N=21)	19(90.5)	2(9.5)	0	21(100)

Source: Field Data, 2016

Table 4. 2: Library Education for Staff

Institutions (N=21)	Yes Freq(%)	No Freq(%)	Total Freq(%)
MUCG(N=8)	7(87.5)	1(12.5)	8(100)
WIUCG(N=7)	6(85.7)	1(14.3)	7(100)
RMU(N=6)	3(50.0)	3(50.0)	6(100)
Total (N=21)	16(76.2)	5(23.8)	21(100)

Source: Field Data, 2016

Table 4. 3: Marketing Training for Staff

Institutions (N=21)	Yes Freq(%)	No Freq(%)	Total Freq(%)
MUCG(N=8)	5(62.5)	3(37.5)	8(100)
WIUCG(N=7)	4(57.1)	3(42.9)	7(100)
RMU(N=6)	3(50.0)	3(50.0)	6(100)
Total (N=21)	12(57.1)	9(42.9)	21(100)

Source: Field Data, 2016

4.3 Understanding of Marketing

The study sought to ascertain the respondents' knowledge of marketing so they were asked the question: Please explain your understanding of marketing with regards to library and information services. The findings showed that they all have a fair idea about marketing and its role in the library as indicated by the responses below.

Some respondents from MUCG explained marketing as:

... It is a way by which we make known the services available in the library. (M7)

... The library making known its information resources to their customers who are the library users ... since our services are not tangible we need to make them visible through marketing. (M6)

Some respondents from WIUCG also explained marketing as:

... Putting in place measures that will promote the use of information materials to our users of the library. (W1)

"Marketing in the library context means creating awareness of the kind of services the library renders to its clients or patrons". (W4)

Some respondents from RMU in defining marketing also mentioned,

... Marketing library services aims at creating awareness to clients and visitors of the library various resources and the best ways to maximize the use of the library. (R2)

... Marketing involves making known to your patrons what resources and services you have available (R1)

4.4 Need and Importance of Marketing of Library Services

The respondents were also asked whether there is a need for libraries to market their services. The findings indicate a unanimous agreement by all 21 respondents on the need for libraries to market their services. The respondents were further asked to indicate why they think it is necessary for a library to market its services. The findings show that the respondents have basic knowledge and understanding of some of the roles of marketing in: creating awareness of the services of the library, maintaining the relevance of libraries, increasing patronage, beating the competition and helping in the design of new products to meet user's needs as illustrated by the following responses:

... Marketing will encourage our users to make effective use of library resources and effective use of library resources will make it attract attention and funding, and also, because of the competition by other information providers who are offering similar services. (M4)

... A lot of ICT innovations offer similar services as libraries these days and this is creating competition ... therefore if libraries must remain relevant, they must market their services. (M3)

... Users or patrons of the library may only know one or two services the library renders to them, but by marketing however, patrons will be well informed of the services provided by the library thereby increasing the use of the library. (W5)

"It is necessary because clients are made aware of the products and services offered or provided in the library". (W6)

... Your patrons should be made aware of what you have to offer them ... that would make them patronize your services fully. (R1)

... So that users know what services and products are on offer and also take advantage of them ... this will also help in designing new services to meet user needs. (R3)

4.5 Marketing Policies and Plans of Academic Libraries

The respondents were also asked to describe the current marketing policies or plans in their libraries. The rationale for this question is that, a marketing plan is usually aimed at coordinating all marketing related activities in a uniform and coherent manner. The findings revealed that majority of the respondents 16 or 76.2%, were not aware of any marketing policies or plans in their respective universities. A few of the respondents however attempted to describe the existing marketing policy in an ambiguous manner, for example that the marketing policy or plan is complicated, concise and full of publicity materials. Their responses are shown below:

... It provides special information services such as current awareness and selective dissemination of information. (M1)

... It is very clear and concise with a lot of publicity materials. (M7)

“No ... not at all, it’s complicated”. (R2)

Despite their lack of knowledge of existing marketing policies or plans in their libraries the findings showed that they were however quite knowledgeable about the contents and benefits of marketing policies or plans to a library; that the policies will guide all library marketing activities and ensure their implementation. Below are some of their responses when they were quizzed on this subject.

... The current generation of library users are becoming sophisticated and the patronage of the library is reducing, also, emerging technologies for example, Google and Facebook are duplicating the role of libraries, therefore the marketing policy will help serve as a guide for library marketing. (M4)

... To be able to identify the specific audience and their demands, and to satisfy every potential patron of the library ... and also to serve as a guide and working tool. (M6)

... The library should have a marketing policy so that it will serve as a guide to all staff and therefore ensure that all such policies are met and rules abided by. (W4)

... So that the library is able to know their target audience so as to know which services they can provide for them to meet their information needs. (W6)

... It will serve as a guide to coordinate the activities of the library as pertains marketing in the library. (R1)

“So that marketing activities are properly planned and executed”. (R3)

4.6 Attitudes of Respondents toward Marketing

An objective of the study was to investigate the attitudes of respondents towards the marketing of products and services provided by their libraries. Each staff was asked a series of questions using a five-point Likert scale ranging from 1 – 5 where 1 = Strongly Agree (SA), 2 = Agree (A), 3 = Neutral (N), 4 = Disagree (D) and 5 = Strongly Disagree (SD) in an attempt to know their levels of agreement or disagreement with statements about library marketing and also in relation to some variables of the 7Ps marketing mix. The questions were adopted from a study conducted by Shontz, Parker & Parker (2004) to determine the attitudes of respondents towards marketing.

The study sought to find out whether respondents saw marketing as relevant to the needs of libraries. The findings (Table 4.4) show that majority of the respondents (19 or 90.5%) strongly agree that marketing is relevant to libraries.

Table 4. 4: Relevance of Marketing in Libraries

Institution N=21	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	8(100)	0	8(100)
WIUCG(N=7)	6(85.7)	1(14.3)	7(100)
RMU(N=6)	5(83.3)	1(16.6)	6(100)
Total(21)	19(90.5)	2(9.5)	21(100)

Source: Field Data, 2016

The respondents were required to indicate whether they are knowledgeable about marketing techniques. Again the findings (Table 4.5) show that majority of respondents 8 or 38.1% and 11 or 52.4% strongly agree and agree respectively about their knowledge of marketing techniques.

Table 4. 5: Respondents Knowledgeable about Marketing Techniques

Institution (N=21)	SA Freq(%)	A Freq(%)	N Freq(%)	Total Freq(%)
MUCG(N=8)	4(50)	4(50)	0	8(100)
WIUCG(N=7)	2(28.6)	5(71.4)	0	7(100)
RMU(N=6)	2(33.3)	2(33.3)	2(33.3)	6(100)
Total(21)	8(38.1%)	11(52.4%)	2(9.5)	21(100)

Source: Field Data, 2016

The next question entreated the staff to show their opinions on whether libraries need to market themselves more as businesses do. For this, 14 or 66.7% strongly agree, 5 or 23.8% agree and only 2 or 9.5% were neutral as shown in Table 4.6.

Table 4. 6: Libraries Need to Market Themselves More as Businesses Do

Institution (N=21)	SA Freq(%)	A Freq(%)	N Freq(%)	Total Freq(%)
MUCG(N=8)	6(75.0)	2(25.0)	0	8(100)
WIUCG(N=7)	6(85.7)	0	1(14.3)	7(100)
RMU(N=6)	2(33.3)	3(50.0)	1(16.6)	6(100)
Total(21)	14(66.7)	5(23.8)	2(9.5)	21(100)

Source: Field Data, 2016

Library staff were then asked if they have been personally involved in marketing library services. Majority of staff, 17 or 81%, as shown in Table 4.7 strongly agreed and agreed to this claim as well with only 4 or 19% being neutral.

Table 4. 7: Personal Involvement in Marketing Library Services

Institution (N=21)	SA Freq(%)	A Freq(%)	N Freq(%)	Total Freq(%)
MUCG(N=8)	3(37.5)	5(62.5)	0	8(100)
WIUCG(N=7)	1(14.3)	5(71.4)	1(14.3)	7(100)
RMU(N=6)	2(33.3)	1(16.7)	3(50%)	6(100)
Total(21)	6(28.6)	11(52.4)	4(19)	21(100)

Source: Field Data, 2016

As to whether it is more difficult to apply marketing techniques to libraries than to businesses, majority of staff, (13 or 62%) disagreed and strongly disagreed to the assertion with only 3 or 14% in agreement and 5 or 24% being neutral as shown in Table 4.8.

Table 4. 8: It is Difficult to Apply Marketing Techniques to Libraries than to Businesses

Institution (N=21)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	0	3(37.5)	5(62.5)	0	8(100)
WIUCG(N=7)	2(28.6)	1(14.3)	2(28.6)	2(28.6)	7(100)
RMU(N=6)	1(16.7)	1(16.7)	3(50)	1(16.7)	6(100)
Total(21)	3(14.3)	5(23.8)	10(47.6)	3(14.3)	21(100)

Source: Field Data, 2016

Respondents were then asked if they believed knowing more about marketing techniques would be helpful to their work. All the respondents either strongly agreed or agreed to this assertion as shown in Table 4.9.

Table 4. 9: Knowing More about Marketing Techniques would be Helpful

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	5(62.5)	3(37.5)	8(100)
WIUCG(N=7)	5(71.4)	2(28.6)	7(100)
RMU(N=6)	2(33.3)	4(66.7)	6(100)
Total(21)	12(57.1)	9(42.9)	21(100)

Source: Field Data, 2016

Again, all the respondents were in agreement with the statement that – marketing tries to satisfy people’s wants and needs while also achieving the goals of the organization. This was confirmed by 21 or 100% of the respondents who either strongly agreed or agreed to the statement as shown in Table 4.10.

Table 4. 10: Marketing Tries to Satisfy People’s Wants and Needs

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	6(75)	2(25)	8(100)
WIUCG(N=7)	6(85.7)	1(14.3)	7(100)
RMU(N=6)	4(66.7)	2(33.3)	6(100)
Total(21)	16(76.2)	5(23.8)	21(100)

Source: Field Data, 2016

Another statement that dwelt on the attitudes of library staff towards marketing was whether they thought marketing was inconsistent with the library profession. As shown in Table 4.11, the respondents disagreed with this assertion with 18 or 86% disagreeing and 3 or 14% strongly disagreeing.

Table 4. 11: Marketing is Inconsistent with the Professionalism of a Librarian

Institution (N=21)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	7(87.5)	1(12.5)	8(100)
WIUCG(N=7)	5(71.4)	2(28.6)	7(100)
RMU(N=6)	6(100)	0	6(100)
Total(21)	18(85.7)	3(14.3)	21(100)

Source: Field Data, 2016

As to whether libraries need marketing in order to survive in an increasingly competitive environment, the respondents were in agreement as they either strongly agreed or agreed to this assertion as well. As shown in Table 4.12, 14 or 67% and 7 or 33% strongly agreed and agreed to this assertion respectively.

Table 4. 12: Libraries Need Marketing to Survive

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	6(75)	2(25)	8(100)
WIUCG(N=7)	7(100)	0	7(100)
RMU(N=6)	1(16.7)	5(83.3)	6(100)
Total(21)	14(66.7)	7(33.3)	21(100)

Source: Field Data, 2016

Another question that was posed was whether respondents found marketing to be unnecessary since there are barely enough resources to meet the current demands of library patrons. Table 4.13 shows that, there is a universal disagreement from respondents with 11 or 52% and 10 or 48% disagreeing and strongly disagreeing respectively.

Table 4. 13: Marketing is Unnecessary Due to Scarce Resources

Institution (N=21)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	3(37.5)	5(62.5)	8(100)
WIUCG(N=7)	3(42.9)	4(57.1)	7(100)
RMU(N=6)	5(83.3)	1(16.7)	6(100)
Total(21)	11(52.4)	10(47.6)	21(100)

Source: Field Data, 2016

Next, respondents were asked if there was no need for marketing once a library provided a full range of services. There were divergent views from respondents on this issue, but as shown in Table 4.14, majority were in disagreement as 17 or 81% of respondents disagreed and strongly disagreed, with only 4 or 19% being neutral.

Table 4. 14: No Need for Marketing if Services are Available

Institution (N=21)	N Freq(%)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	0	7(87.5)	1(12.5)	8(100)
WIUCG(N=7)	1(14.3)	3(42.9)	3(42.9)	7(100)
RMU(N=6)	3(50)	2(33.3)	1(16.7)	6(100)
Total(21)	4(19)	12(57.1)	5(23.8)	21(100)

Source: Field Data, 2016

The next question that was posed was whether libraries do not need any form of marketing since people already know the services they offer. The respondents disagreed and strongly disagreed to this assertion as shown in Table 4.15.

Table 4. 15: No Need for Marketing as Services are already known

Institution (N=21)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	2(25)	6(75)	8(100)
WIUCG(N=7)	1(14.3)	6(85.7)	7(100)
RMU(N=6)	5(83.3)	1(16.7)	6(100)
Total(21)	8(38.1)	13(61.9)	21(100)

Source: Field Data, 2016

As shown in Table 4.16, 16 or 76% of respondents either disagreed or strongly disagreed with the statement that marketing was not a high priority in their libraries with only 5 or 24% being neutral to the claim.

Table 4. 16: Marketing is not a High Priority in my Library

Institution (N=21)	N Freq(%)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	1(12.5)	4(50)	3(37.5)	8(100)
WIUCG(N=7)	1(14.3)	2(28.6)	4(57.1)	7(100)
RMU(N=6)	3(50%)	2(33.3)	1(16.7)	6(100)
Total(21)	5(23.8)	8(38.1)	8(38.1)	21(100)

Source: Field Data, 2016

“Library school programs should require a course in marketing?” was the next question posed and all respondents were in agreement with this statement as well as shown in Table 4.17.

Table 4. 17: Library School Programs should require a Course in Marketing

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	4(50)	4(50)	8(100)
WIUCG(N=7)	5(71.4)	2(28.6)	7(100)
RMU(N=6)	1(16.7)	5(83.3)	6(100)
Total(21)	10(47.6)	11(52.4)	21(100)

Source: Field Data, 2016

As shown in Table 4.18, the next question entreated the opinion of respondents on whether marketing was mainly a hype and hustle. 12 or 57% and 9 or 43% of the respondents disagreed and were neutral about the assertion respectively.

Table 4. 18: Marketing is Mostly Hype and Hustle

Institution (N=21)	N Freq(%)	D Freq(%)	Total Freq(%)
MUCG(N=8)	3(37.5)	5(62.5)	8(100)
WIUCG(N=7)	2(28.6)	5(71.4)	7(100)
RMU(N=6)	4(66.7)	2(33.3)	6(100)
Total(21)	9(42.9)	12(57.1)	21(100)

Source: Field Data, 2016

The respondents were also asked to express their opinion about the importance of effective promotion of library services. For this statement also all library staff, (21 or 100%), were in agreement that effective promotion of library services was important as they either strongly agreed or agreed to the statement as shown in Table 4.19.

Table 4. 19: Effective Promotion of Library Services is Important

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	6(75)	2(25)	8(100)
WIUCG(N=7)	5(71.4)	2(28.6)	7(100)
RMU(N=6)	2(33.3)	4(66.7)	6(100)
Total(21)	13(61.9)	8(38.1)	21(100)

Source: Field Data, 2016

As shown in Table 4.20, the next question was to seek their opinion on whether finding new ways to deliver services to patrons is important and respondents overwhelmingly strongly agreed and agreed to this statement as well.

Table 4. 20: Finding New Ways to Deliver Services to Patrons is Important

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	8(100)	0	8(100)
WIUCG(N=7)	7(100)	0	7(100)
RMU(N=6)	3(50)	3(50)	6(100)
Total(21)	13(61.9)	8(38.1)	21(100)

Source: Field Data, 2016

The next question sought the opinion of respondents on whether marketing primarily persuades people to take advantage of services they do not really need. The findings (Table 4.21) show mixed opinions. Majority of the respondents 10 or 48% disagreed and strongly disagreed to the claim, 7 or 33% were neutral and only 4 or 19% agreed to the claim.

Table 4. 21: Marketing Persuades People to Take Advantage of Services

Institution (N=21)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	2(25)	3(37.5)	2(25)	1(12.5)	8(100)
WIUCG(N=7)	1(14.3)	1(14.3)	2(28.6)	3(42.9)	7(100)
RMU(N=6)	1(16.7)	3(50)	1(16.7)	1(16.7)	6(100)
Total(21)	4(19)	7(33.3)	5(23.8)	5(23.8)	21(100)

Source: Field Data, 2016

Also, all the respondents were in agreement with the statement that good public relations activities are important for a library. This was confirmed by 76% and 24% of respondents who strongly agreed and agreed to the statement respectively as shown in Table 4.22.

Table 4. 22: Good public relations activities are important for a library

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	7(87.5)	1(12.5)	8(100)
WIUCG(N=7)	7(100)	0	7(100)
RMU(N=6)	2(33.3)	4(66.7)	6(100)
Total(21)	16(76.2)	5(23.8)	21(100)

Source: Field Data, 2016

Another question that was asked was whether respondents think it is important to make the public aware of everything the library has to offer. Again there was an overwhelming agreement as the respondents strongly agreed and agreed to the assertion as shown in Table 4.23.

Table 4. 23: It is Important to Make the Public Aware of Everything the Library Has to Offer

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	5(62.5)	3(37.5)	8(100)
WIUCG(N=7)	6(85.7)	1(14.3)	7(100)
RMU(N=6)	2(33.3)	4(66.7)	6(100)
Total(21)	13(61.9)	8(38.1)	21(100)

Source: Field Data, 2016

The next question sought their opinion about charging for some library services in order to generate revenue. The findings (Table 4.24) show that even though majority of the respondents 12 or 57% generally agree, 6 or 29% are neutral and 3 or 14% disagree.

Table 4. 24: Determining how much to charge for some library services is important

Institution (N=21)	SA Freq(%)	A Freq(%)	N Freq(%)	D Freq(%)	Total Freq(%)
MUCG(N=8)	4(50)	3(37.5)	0	1(12.5)	8(100)
WIUCG(N=7)	0	2(28.6)	4(57.1)	1(14.3)	7(100)
RMU(N=6)	1(16.7)	2(33.3)	2(33.3)	1(16.7)	6(100)
Total(21)	5(23.4)	7(33.3)	6(28.6)	3(14.3)	21(100)

Source: Field Data, 2016

As shown in Table 4.25, respondents were also asked if they perceived marketing as too costly for most libraries. The findings show a general disagreement with 13 or 62% of the respondents disagreeing and strongly disagreeing to the assertion, with only 5 or 24% in agreement and 3 or 14% being neutral.

Table 4. 25: Marketing is too Costly for Most Libraries

Institution (N=21)	A Freq(%)	N Freq(%)	D Freq(%)	SD Freq(%)	Total Freq(%)
MUCG(N=8)	2(25)	1(12.5)	4(50)	1(12.5)	8(100)
WIUCG(N=7)	3(42.9)	0	3(42.9)	1(14.3)	7(100)
RMU(N=6)	0	2(33.3)	4(66.7)	0	6(100)
Total(21)	5(23.8)	3(14.3)	11(52.4)	2(9.5)	21(100)

Source: Field Data, 2016

Another question that was asked was whether respondents thought marketing used up resources that could be better used to provide more services. As shown in Table 4.26,

52% of respondents disagreed with the assertion, 24% are neutral and 24% are in agreement.

Table 4. 26: Marketing uses up resources

Institution (N=21)	A Freq(%)	N Freq(%)	D Freq(%)	Total Freq(%)
MUCG(N=8)	3(37.5)	1(12.5)	4(50)	8(100)
WIUCG(N=7)	2(28.6)	2(28.6)	3(42.9)	7(100)
RMU(N=6)	0	2(33.3)	4(66.7)	6(100)
Total(21)	5(23.8)	5(23.8)	11(52.4)	21(100)

Source: Field Data, 2016

The next question posed was whether libraries should never impose charges for their services – and for this 10 or 47% of the respondents disagreed with the statement, 5 or 24% strongly agreed and 6 or 29% were neutral as shown in Table 4.27.

Table 4. 27: Libraries should never impose charges for their services

Institution (N=21)	SA Freq(%)	N Freq(%)	D Freq(%)	Total Freq(%)
MUCG(N=8)	2(25)	3(37.5)	3(37.5)	8(100)
WIUCG(N=7)	1(14.3)	2(28.6)	4(57.1)	7(100)
RMU(N=6)	2(33.3)	1(16.7)	3(50)	6(100)
Total(21)	5(23.8)	6(28.6)	10(47.6)	21(100)

Source: Field Data, 2016

The respondents were asked to indicate whether it is important for the library to develop new products and services to meet the growing needs of their clients. The findings (Table

4.28) show a general agreement, with 16 or 76% strongly agreeing and 5 or 24% agreeing.

Table 4.28: Development of New Library Products and Services is Important

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	6(75)	2(25)	8(100)
WIUCG(N=7)	5(71.4)	2(28.6)	7(100)
RMU(N=6)	5(83.3)	1(16.7)	6(100)
Total(21)	16(76.2)	5(23.8)	21(100)

Source: Field Data, 2016

The next question was their opinion about whether marketing is primarily about providing better products and services to the consumer. Majority of staff, (18 or 86%), strongly agreed and agreed with only 3 or 14% being neutral as shown in Table 4.29.

Table 4.29: Marketing is about providing better products and services to the consumer

Institution (N=21)	SA Freq(%)	A Freq(%)	N Freq(%)	Total Freq(%)
MUCG(N=8)	4(50)	4(50)	0	8(100)
WIUCG(N=7)	4(57.1)	0	3(42.9)	7(100)
RMU(N=6)	5(83.3)	1(16.7)	0	6(100)
Total(21)	12(57.1)	6(28.6)	3(14.3)	21(100)

Source: Field Data, 2016

Additionally, respondents were asked if they think it important to constantly monitor the wants and needs of potential patrons in a bid to provide valuable services. As shown in

Table 4.30, the respondents were again in agreement as they either strongly agreed or agreed to the statement.

Table 4.30: It is Important to Monitor the Wants and Needs of Potential Patrons

Institution (N=21)	SA Freq(%)	A Freq(%)	Total Freq(%)
MUCG(N=8)	7(87.5)	1(12.5)	8(100)
WIUCG(N=7)	4(57.1)	3(42.9)	7(100)
RMU(N=6)	2(33.3)	4(66.7)	6(100)
Total(21)	13(61.9)	8(38.1)	21(100)

Source: Field Data, 2016

Finally, the respondents were asked if their library offered a broader range of services than others and for this majority of staff, 10 or 48% were neutral, 6 or 29% strongly agreed and 5 or 23% disagreed as shown in Table 4.31.

Table 4.31: My Library Offers a Broader Range of Services

Institution (N=21)	SA Freq(%)	N Freq(%)	D Freq(%)	Total Freq(%)
MUCG(N=8)	1(12.5)	4(50%)	3(37.5)	8(100)
WIUCG(N=7)	4(57.1)	3(42.9)	0	7(100)
RMU(N=6)	1(16.7)	3(50)	2(33.3)	6(100)
Total(21)	6(28.6)	10(47.6)	5(23.8)	21(100)

Source: Field Data, 2016

4.7 Tools used in Library Marketing

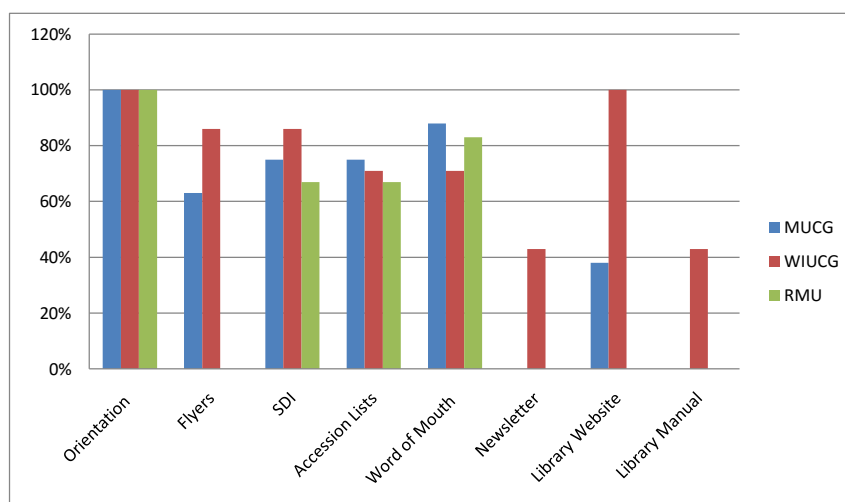
The library's means of communicating with its target clientele about its products and services is a very important factor in marketing. In this regard, the study sought the opinions of the respondents on the various marketing tools they use in their libraries.

The findings as shown in Figure 4.1 reveal that, respondents from MUCG (100%) used orientations as the major tool of communication with library users. This was followed by word of mouth (88%) and Selective Dissemination of Information (SDI) (75%). Other tools used by the library are flyers, accession lists and the library website.

Findings from WIUCG also showed that the most prominent tools used are orientation and the library website with each receiving a 100% response rate. Others are Flyers, SDI, accession lists, newsletters, and library manuals. The least tool used is word of mouth which was mentioned by only one respondent.

At RMU, the use of orientations was found to be the major tool of making students aware of available library products with all 6(100%) respondents, acknowledging its use followed by word of mouth (83%). Accession lists and SDI were the other forms of tools used by the library.

Figure 4.1: Tools Used in Library Marketing



Source: Field Data, 2016

The respondents were asked about their perception of the effectiveness of the tools they used. The respondents gave varying opinions such as not too effective and not quite effective since students often ask the same questions. The responses are shown below:

... Well, not too effective considering the results we have been experiencing ... the students don't visit the library like we expect them to. (M8)

... Despite the efforts we are making, the students are still not patronizing services like they should ... and this is really troubling us. (M2)

"Good ... but not so effective". (W1)

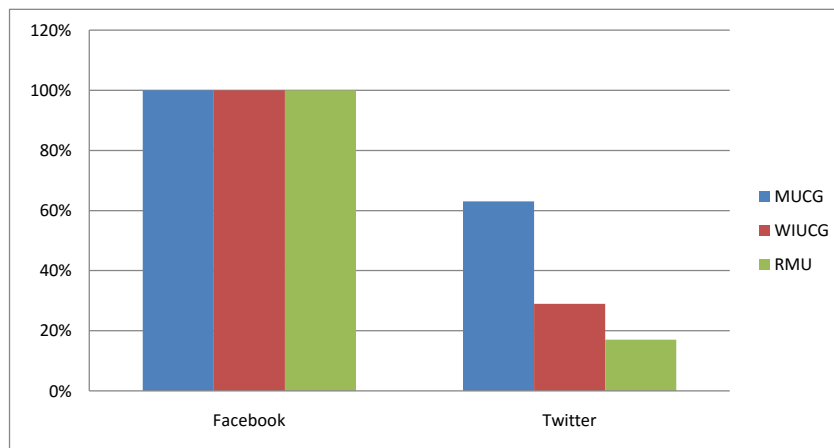
... Not quite effective considering the evidence that student's come back asking the same questions over and over again. (R2)

... Not good enough since our patrons need something better to remind ... and also make them aware of what we have available. (R1)

4.7.1 Social Networking Sites (SNSs) used by the Libraries

The study also sought to find out the specific SNSs they used to market their services. The major SNS used by all the respondents was found to be Facebook (Figure 4.2). Another tool they mentioned was Twitter.

Figure 4.2: SNSs used in Library Marketing



Source: Field Data, 2016

The respondents were further asked about the factors that influence their choice of SNS tools. The findings revealed that their choice of SNS is mainly influenced by the SNS mostly used by their patrons, that is, students and faculty members as shown by the responses below.

... Well basically because of the target group that we want to communicate to ... our main clients are students, and these days almost all students have Facebook accounts. (M4)

... Facebook is very popular these days and almost everyone has a Facebook account. (M3)

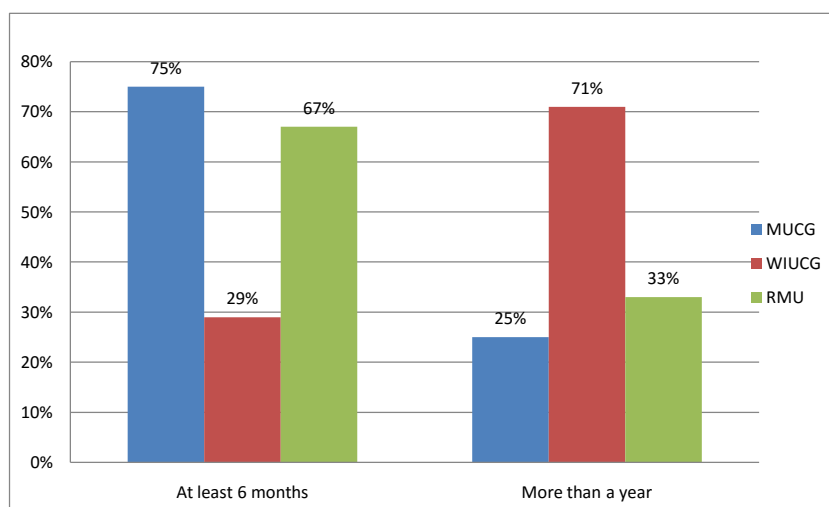
... Facebook for instance is used by almost all our patrons, therefore sending information through this medium helps make the information reach our targeted group. (W4)

... The availability and constant use of these SNSs by the patrons of the library, you know they are mainly students. (W5)

“The popularity of these tools among faculty and students”. (R3)

... They reach out to a larger section of the student population since most of them have accounts on these sites. (R5)

The respondents in most instances asserted that they had been using these SNSs for quite some time. As shown in Figure 4.3, majority of staff, that is 6(75%) and 4(67%) from MUCG and RMU respectively, asserted to have been using the SNSs for at least 6 months while 5(71%) from WIUCG asserted to have been using the tools for more than a year.

Figure 4.3: Period of use of SNSs

Source: Field Data, 2016

With regard to the kinds of services provided through the use of the SNTs, some of the responses given by the respondents are mainly announcing to their customers the addition of stock. Some other opinions expressed by the respondents are reference services, creating awareness of the library, new trends regarding the electronic journals and also communication with library users. The responses are shown below.

... We basically advertise our library services, new additions to our library collections ... and also provide up to date information for our students. (M6)

... The current trends in e-resources and also availability of new journals in our library collection ... again where and how to access our online databases. (W4)

... Ask a librarian service ... any additions to our stock ... and also any suggestions on how to use the library. (R3)

Respondents were further asked to describe the improvement in the patronage of their services since they started using the SNSs. The overall opinion was found to be fairly good as indicated by the following responses. As some of the respondents put it:

... Very much interest has been shown in the services the library provides by patrons ... now students have become more interactive. (M6)

... It's been very effective since we started using it ... students are beginning to show interest in our services. (W4)

... Patronage is encouraging ... now, there is also more online interaction between users and library staff. (R3)

4.7.1.1 Challenges faced in using SNSs

In an attempt to identify whether the full benefits of using the SNSs were being realised, respondents were further asked to mention any challenges they encounter in using these tools. The major challenge they mentioned is poor network as shown below.

... We usually have network and internet interruptions and this sometimes hinders the flow of information. (M3)

... Poor network ... sometimes you are unable to reply a user's query on time because the network is terrible. (W4)

Another challenge had to do with unstable electricity supply. As expressed by some of the respondents:

... Also the unstable nature of our electricity system doesn't help at all. (R5)

“These days you can’t trust the power, it can go off at any time”. (M1)

Respondents also cited the odd times in which some queries are received and the fact that they are not able to keep up with answering the queries as shown by the following responses:

... We sometimes get queries at very odd times ... the students forget that we are not always behind our computers. (R6)

... The frequency of replying a patron’s complaint ... sometimes we are not able to respond to the queries immediately and the students are not happy with that. (W5)

Some other challenges that were highlighted through the interviews were respondents having to buy internet bundles with their own money, some users not being computer literate, poor feedback, insufficient budget to be able to acquire computers as well as maintain them, user delays in accessing information that has been provided and also some staff not being too conversant with the use of the different technologies. Their responses are shown below.

... Some of the users are not computer literate so they don’t really benefit from all the information we put out there on the SNSs. (M4)

... There’s a limited budget, so we can’t acquire enough computers to work with ... and even maintain those that we have properly. (M6)

... Poor feedback ... yes ... even when you give them the information, they won’t let you know how helpful it was. (M5)

... Some users also delay in accessing the information ... for example, if a user does not login to let's say, Facebook, they may not know the information that has been put there for their use. (W6)

... Personal resources are sometimes expended to be able to interact with users online ... it's not that easy. (R3)

... Some of us are also not so conversant with these technologies ... at times I have to seek help from my colleagues. (R4)

Respondents also gave varied reasons why they think SNS should be used in the marketing of library services. Some of the reasons include:

... To keep us abreast and at par with current trends, also, patrons of today are more comfortable accessing library services in the comfort of their homes than coming to the library physically. (M6)

"It is the easiest way forward". (M7)

... Our society is changing from a more manual way to a technological one and SNTs have become the order of the day, you will lose much if you still rely on the primitive ways of marketing information services. (W5)

... Because it has the tendency to reach a broader number of people due to technological advancement ... also, it is a cheaper form of marketing library services as compared to using television or radio to market your services. (W6)

... The dynamics of disseminating information has changed in the 21st century library because of the introduction of ICT into library work, SNSs are what most of our young library patrons are familiar and comfortable with in accessing information. (R1)

4.8 Challenges Faced in Marketing Library Services

Finally the study sought the views of respondents on any challenges they face in marketing services within their libraries to ensure a total usage of available products and services by their clientele – mainly students and faculty.

The main challenge captured from the interviews had to do with lack of funds or budgeting constraints and this represented 57%. This is captured in the words of some staff as follows:

... Lack of funds to purchase facilities like computers is a major problem. (M1)

... Investing in marketing library and information services has to do with money so lack of funds is our major problem since the library is already suffering. (W1)

... There's also not enough budget for the libraries and this makes it difficult to allocate some for marketing. (R4)

Another challenge that was cited was the lack of adequate facilities to support marketing activities. In the words of some of the respondents:

... We don't have adequate facilities, resources and materials to support us in our marketing efforts. (M4)

"We are unable to reach a larger client base because of the limited facilities we have". (W6)

Lack of marketing skills by staff to be able to effectively carry out marketing activities was also identified as a challenge. This invariably affects the whole marketing programme to a large extent and as one respondent puts it:

... Lack of marketing techniques among staff also affects our efforts at marketing since some do not know exactly what to do. (R3)

Some other challenges that were derived from the interviews showed that inadequate staff, unstable power supply, lack of motivation (due to the absence of facilities) on the part of respondents and also the limited time on the hands of respondents to further add marketing initiatives to their schedules hindered the effective realization of marketing outcomes. As some respondents put it:

... "Dumsor" is also not helping us, you may be in the middle of doing something important for a client and the light will just go off. (M1)

... We can't work if we don't have the right tools to use ... its sometimes frustrating. (W2)

... We are not many here ... and we also run shifts ... at times the workload becomes too much too. (R6)

The respondents were also asked to mention what they perceived to be some of the causes of the challenges they had identified. The main factor causing challenges in marketing activities was found to be inadequate financial resources to support marketing. This assertion was supported by 27.3% of the respondents. In the view of the respondents:

... As for the money, its scarce everywhere ... and libraries are no exception ... there's no money even at the "top". (M5)

... Libraries hardly have money, it makes it difficult to even think of allocating some for marketing. (W2)

Some other reasons given by the respondents included limited number of staff to carry out marketing activities. In the view of the respondents:

“There are few staff here who have a lot of work to do”. (R4)

... Restrictions on employment are not helping us here at all. (M7)

... The busy schedules of the staff here ... sometimes there’s a lot of work. (R5)

Another reason that was also well noted had to do with marketing training for library staff.

This is reflected in the words of a few of the respondents as follows:

... Most of us don’t know much about marketing, and it makes it difficult to know what exactly to do. (M2)

“The lack of training for staff about marketing”. (R3)

... The library staff also don’t have adequate training in marketing ... so how can they put into practice something they don’t know? (R6)

Further interaction with the respondents also presented an additional view from one respondent which was quite different from the rest. In the respondents’ view the lack of a marketing policy was a major cause of the challenges they face.

... Currently, the library has no marketing policy to guide us in our work (R1).

Some other reasons that were given by the interviewees included apathy from staff, lack of motivation, students assuming every information can be acquired from the internet and also low income generated internally from the library.

... Most of us here already have what we do ... at times it is difficult to add other activities to what you already do. (M1)

... At times, you want to support marketing efforts, but the facilities in place are not that conducive and it just puts you off. (W7)

... These days, students assume every information can be acquired through the internet so they don't pay much attention to the efforts being made by the library. (R6)

A follow-up question – How can these challenges be prevented? – was asked to ascertain how best the challenges faced can be addressed by the libraries under study. In the view of a couple of the respondents, there is a need for more funding, formulation of a marketing policy, prioritizing of library marketing as shown by the following responses:

... We need to be able to advocate for more funding for the library. (R3)

“It's about time the library formulates a marketing policy to guide it in running its activities”. (R1)

... Marketing of library services has to be a major priority for all staff ... it shouldn't be reserved for just a few people. (M5)

... We need to increase the internally generated funds from the library to support what we receive from management. (M6)

... We need to intensify our strategies ... and adopt the use of better tools that can attract users to the library. (W1)

“All library staff need to be trained with relevant marketing techniques that will guide them in marketing products and services”. (R6)

... We need to put in place a much better strategy for patrons of the library. (W6)

4.9 Summary of Findings

This chapter presented the findings of the study. Interviews conducted with respondents from the three schools were presented based on the research objectives and the research framework adopted for the study. Findings reveal that, despite the importance and numerous benefits of marketing, library staff in the selected private universities were not quite taking advantage of the concept as they should. Respondents were fully aware of marketing as well as all the perceived benefits in their various institutions. Libraries in the selected universities were lacking operational marketing policies and this was greatly hindering marketing activities since the full benefits were not being met. Also, respondents indicated that the current tools being used in library marketing were not too effective. With the advent of social media use among both faculty and students, academic libraries were warming up to the use of social media as a means of better interacting with their target clients. The social media tools being used in the selected academic libraries were Facebook and Twitter. Limitations such as lack of funds, lack of adequate facilities and the lack of relevant marketing skills by library staff were also affecting the smooth application of marketing initiatives in the libraries under study.

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter covers the discussion of analysis and findings presented in Chapter Four. Just as in Chapter Four, the discussion followed the themes derived from the research objectives and questions and also in relation to existing literature. They included:

- Marketing plans and policies used in academic libraries;
- Attitudes of library staff towards marketing;
- Tools used in library marketing; and
- Challenges faced in marketing library services.

5.2 Marketing Policies/Plans Used in Academic Libraries

The findings of the study showed that, the three private university libraries in the study do not have marketing policies/plans to guide them in their marketing efforts. Out of the 21 respondents, 76.2% indicated that they were not aware of any marketing policies or plans in their respective universities. A few of the respondents however attempted to describe the existing marketing policy in an ambiguous manner and their responses came forth as an attempt to describe what a marketing plan/policy was and not what was actually guiding the library in its marketing activities. This finding is consistent with a study by Baro & Ebhomeya (2013) that reported that Nigerian university libraries lack marketing policies and this was a major factor militating against effective marketing of university library services since there was no established framework to guide both professional and para professional library staff on what to do about marketing their services. Similarly, Bishop & Rowley (2013) also reported that majority of libraries,

thirteen out of eighteen libraries sampled, in the United Kingdom did not have marketing policies.

This finding is however inconsistent with the findings of other researchers (Duke & Tucker, 2007; Robinson, 2012; Smith, 2011) who described the marketing plans being used in their libraries and how well they were being guided by the plans in their marketing efforts. For example, Smith (2011) reported on the benefits of the marketing plan in use at the Adelphi University Library, New York. The marketing plan provided consistency by outlining clear objectives and strategies that made users aware of the value of the library's services. The marketing plan further involved the entire library staff therefore creating a shared recognition that marketing was part of their daily routines (Smith, 2011).

This shows that the existence of marketing plans in academic libraries is not too far-fetched as all libraries can equally take advantage of it to help them realise the full benefits of marketing. The existence of a written marketing plan will help to identify the necessary actions to be taken by the library in order to better market their products and services. Periodic updates and evaluations of the plan based on the goals of the library will also be helpful towards a successful marketing campaign (Dodsworth, 1998).

5.3 Attitudes of Library Staff towards Marketing

Findings of the study revealed that library staff in the universities have positive attitudes towards marketing. For example, they agreed with positive statements such as “marketing is relevant to the needs of libraries” and “libraries need marketing to survive in an increasingly competitive environment”. Respondents also disagreed on some negative statements relating to marketing. For example, “marketing is unnecessary due to

scarce resources” and “marketing is inconsistent with the professionalism of a librarian”. This positive attitude can be ascribed to their realization that with the influx of Information Communication Technology (ICT), information is readily available to tech savvy students and so it is in the interest of the library to publicize its services and resources to students, by adopting modern marketing techniques including the use of social media to reach the students where they can be found. This finding supports other researchers (Chegwe & Anaehobi, 2015; Kanaujia, 2004; Kaur & Rani, 2008; Shontz et al., 2004) whose findings also revealed positive attitudes of library staff towards marketing of library services.

For example, Chegwe & Anaehobi (2015) reported that academic librarians within Delta State, Nigeria have a positive perception towards marketing of library services since it will help them to identify user needs and also change user’s perception about libraries and librarians. The finding is also consistent with an Indian study by Kanaujia (2004) who indicated that librarians have a positive attitude towards different aspects of marketing library products and services including product, price, place and promotion. Kaur & Rani (2008) in their study also reported that librarians have a positive attitude towards marketing of information services and products of the library though a lack of exposure on the concept discouraged them from adopting it in the library environment.

5.4 Tools and Strategies Used in Marketing

Many users may not be aware of the entire library system as well as the wealth of knowledge and resources available to meet their information needs. It is therefore imperative for library staff to develop new and better ways of reaching out to their target clientele. In this regard, the study investigated the marketing strategies and tools adopted by all the three libraries in marketing their services to their patrons. The findings of the

study further revealed that the major tool being used for marketing their services to their patrons is the use of orientation (Figure 4.1). Other less used tools are Selective Dissemination of Information (SDI), word of mouth and Accession Lists. This finding is similar to a study by Adegoke (2015) in Sokoto Nigeria who reported that, library orientations and SDI are the main strategies employed by the Abdullahi Fodiyo library in attracting more clients as well as retaining existing users. Similarly, Kavulya (2004) also indicated that universities in Kenya are making efforts at making students aware of library services by using tools such as library orientations and accession lists. Garoufallou et al. (2013) also identified the use of library orientations as one of the major strategies being used for library marketing in libraries in Greece.

5.4.1 Effectiveness of Tools Used

The findings of the study further revealed that the respondents rated their current marketing tools as ineffective as most of their clients kept asking them the same reference questions over and over again. It is probable that the students are more interested in accessing information via the internet and therefore do not participate in the orientations hence the repeated questions. As Mi & Nesta (2006) have pointed out, the current generation of library users are more technologically inclined and seem to have few reasons to visit libraries and rather take advantage of the wealth of knowledge available on the internet. Unlike in the past when libraries were the major destination to find information, technology is gradually taking over and students in particular are finding less reason to visit the library to access information and may not be aware of efforts being made by the libraries to provide them with more credible information. In this regard, academic libraries need to find more attractive ways of publicizing their rich

library resources so that students can have access to more credible information than some of what is found on the internet.

5.4.2 The use of SNSs in Library Marketing

With the advent of social media and its increased usage among students in particular, academic libraries are gradually warming up to the idea of social media usage as a way of better interacting with their main clientele and also to boost the efforts being made by the traditional marketing techniques. Findings from the study indicated that, all the libraries had introduced the use of SNSs especially Facebook in the marketing of their resources. The use of Facebook by all three institutions was attributed to its popularity among staff and students and also its ease of use.

This finding is consistent with that of a study conducted by Chu & Du (2012) who indicated that the most commonly used social media platform in libraries is Facebook. Islam & Habiba (2015) also reported that, the most used social media tool in academic libraries in Bangladesh is Facebook. Similarly in Nigeria, Akporhonor & Olsie (2015) found that Facebook and Blogs are the most commonly used social media used in promoting library services. This finding is however inconsistent with that of a study conducted in Ontario, Canada by Collins & Quan-Haase (2012) which showed that Twitter is the preferred SNS in marketing of library services and resources in academic libraries compared to Facebook. This finding is also inconsistent with a Kenyan study by Makori (2010) who reported that Twitter was the most popular social media tool used by the university librarians for marketing of services.

A few of the respondents also mentioned Twitter as a marketing tool. An investigation by the researcher however revealed that even though MUCG and WIUCG had Twitter

accounts for their libraries, only few respondents from these schools mentioned the use of this social media platform. The implication is that some library staff are not aware of new developments taking place in their libraries. The application of Twitter in libraries also supports results of other studies (Chu & Du, 2012; Islam & Habiba, 2015; Steiner, 2009) that indicate that Twitter is the next popular social media platform after Facebook among both librarians and students. For example, Islam & Habiba (2015) report that the second most popular social media tool used in libraries in Bangladesh is Twitter receiving a response rate of 71.73% as compared to that of Facebook which received a response rate of 95.75%. Also, Chu & Du (2012) affirmed that the next most commonly used SNS after Facebook was Twitter.

The researcher was surprised to note that respondents were not taking advantage of the other numerous SNSs available to enhance marketing activities within their libraries. For example, Chu & Du (2012) pointed out other social media tools being used by libraries such as Blogs, Wikis, YouTube, Pinterest, Flickr, Slideshare, Issuu and Delicious. These tools are basically used in sharing information, photos and videos, and library staff can take advantage of these tools to visually market ideas or services better to clients (Chu & Du, 2012). Also, the use of Delicious, a social bookmarking website, was found to be really popular and useful to librarians in the Pennsylvania State University as it enabled them to share information resources tagged with specific keywords to their clientele (Dickson & Holley, 2010). Mallon (2013) also identifies the use of Pinterest as a social media tool that is gaining fast popularity among libraries due to the simple layout and visual representation of information that allows users to simply decide on something they are interested in by looking at a picture. Despite their popularity and use by other libraries, it was not recorded in the study.

5.4.3 Challenges Faced in using SNSs

The use of SNSs by respondents in their libraries were not without challenges. The challenges identified by the study include unstable electricity supply, slow internet speed, and lack of knowledge of emerging technologies.

The country has been experiencing inadequate power supply for some time as a result of inadequate rainfall in the catchment area of the main hydro-electric dam (the Akosombo dam), that supplies power to the whole nation. This has led to load shedding and intermittent black-outs to all parts of the country at different times. During these black-outs there is no internet accessibility since most universities in the country are not able to regularly operate their stand-by generators because of fuel cost which is also very high. The finding of unstable electricity supply is consistent with that of Islam & Habiba (2015) who indicated that erratic power supply was a major challenge to marketing library services using social media in libraries in Bangladesh. The finding is also consistent with Khan & Bhatti (2012) who asserted that electricity failure was the greatest problem in using social media for marketing library services in Pakistan.

The challenge of slow internet connection is consistent with Akporhonor & Olsie (2015) who identified network problems as a major challenge that university libraries in Nigeria face in their use of social media for marketing library and information resources. This finding also supports Khan & Bhatti (2012) who identified the slow speed of the internet as one of the challenges hindering the smooth usage of social media for library marketing in Pakistan.

The findings revealed that although some of the respondents are aware of the use of SNSs in marketing library services, they do not know how to use them and so continue to use traditional methods such as orientation, flyers, SDI, accession lists, newsletters, and

library manuals which of course do not appeal to their patrons especially the students. This finding is consistent with Khan & Bhatti (2012) and Chu & Du (2012) who also mention that, inadequate training of staff in the use of emerging technologies is a major setback to the smooth utilization of SNSs in libraries.

Another challenge is the inability of staff to address the information seeking problems of students promptly because of the time lapse between communication and receipt of problems as a result of slow internet or network challenges faced by the libraries in their use of these SNSs.

5.5 Challenges Faced in Marketing

The findings revealed a number of challenges faced by respondents in their marketing efforts. They include lack of funds, inadequate facilities such as computers, lack of marketing techniques and skill by staff, inadequate library staff, lack of time, and lack of marketing policies. The finding that academic libraries lacked funds to support marketing activities is consistent with other studies. For example, a study by Baro & Ebhomeya (2013) identified lack of funds to be a major factor hindering effective marketing of services to users. Okon & Umoh (2014) also reported that, lack of funds constituted a major hindrance to marketing of information and library services in Nigerian university libraries. Islam & Islam (2009) further assert that the already dwindling budgets for libraries has a serious impact on allocations for library marketing in Bangladesh.

Although private universities in Ghana augment the work of the public universities, they do not receive any support from government in running their institutions and are expected to generate all forms of revenue internally (Dadzie, 2004; Selby, 2008). It is

therefore important to note that, inadequate funding for marketing in academic libraries is not peculiar to those in public universities alone as suggested by a study conducted by Spalding & Wang (2006) in the United States of America (USA) that reports drastic budget cuts to public universities including their libraries. Thus lack of adequate funding in private universities is hindering the smooth running of their libraries including realization of marketing outcomes.

The implication of the finding of inadequate facilities including computers is that, students with no personal computers/laptops/I-Pads/smartphones will probably have to queue in the library to get access to a computer to access the Internet and electronic databases. Also staff may not be able to address students' online queries via their library's websites or social media. Thus there is a need for prompt resolution of the funding issue for the provision of adequate computers to the libraries. This will in turn facilitate the marketing initiatives of the library. The finding of inadequate computers is similar to that of a Nigerian study by Baro & Ebhomeya (2013) who reported that lack of adequate as well as functional computers greatly hindered effective marketing initiatives to users. The finding is also consistent with Rehman & Shafique (2011) whose study in Pakistan revealed that, lack of ICT facilities was one of the main hindrances towards effectively marketing library resources and services.

The finding of lack of relevant marketing skills by library staff is a significant challenge. This echoes the findings of Islam & Islam (2009) that revealed that, ignorance about marketing concepts and a lack of proper education and training of library staff were some of the major challenges faced in marketing of library services in Bangladesh. This finding is also consistent with an Indian study by Mahesh (2002) who argues that library staff are not able to effectively market their services due to a lack of training and knowledge of marketing tools and techniques.

5.6 Theoretical Interpretation on the Findings

The study adopted the use of the 7Ps marketing mix – made up of Product, Price, Place, Promotion, People, Process and Physical Evidence – as the theory to guide the study. Previous marketing studies (Adeyoyin, 2005; Austen & Ewers, 2004; Bamigbola, 2013; Islam & Islam, 2009; Jose & Bhat, 2007; Patil & Pradhan, 2014; Sharma & Bhardwaj, 2009) show that the 7Ps are relevant to all types of marketing including service marketing to which library services belong.

People & Process

Bamigbola (2013) describes People as the employees or personnel of an organization and in the library setting, the library staff. There must be the willing support of all library staff since the success of any program does not just rely on a single individual. Also, the success of any marketing initiative in libraries cannot be fully achieved without the willing support of library staff since they are the main people who ensure service delivery within libraries and their attitudes go a long way to ensure the success or otherwise of the service delivery process (Bamigbola, 2013; Jose & Bhat, 2007; Patil & Pradhan, 2014). Kumar (2014) further asserts that essential services are most likely not to be delivered by people who are not too enthusiastic about marketing in general. Respondents were found to satisfy the People criterion since they were very positive about the introduction of marketing initiatives in their libraries.

Related to People is Process and this refers to all the transactions that take place to ensure effective service delivery. Poorly planned processes will in turn affect service delivery by library staff and this will at the end of the day affect the whole marketing process. Efficient processes, in the form of staff taking steps to address user needs by responding to their queries were evident among the institutions sampled.

Product & Price

With regards to Product, library staff agreed with the need to create a diverse range of products as well as monitor the wants and needs of their users to be able to meet their constantly changing needs. Bamigbola (2013) asserts that, Product is an important element of the marketing mix without which no organization can exist. Academic libraries in a bid to satisfy the varying needs of their users, need to constantly monitor emerging trends in libraries as well as provide the best services and products that will adequately meet user needs (Austen & Ewers, 2004). This will help the libraries maintain their relevance among their users who are mainly students.

Price as described by Sharma & Bhardwaj (2009) is usually that of the time and effort spent by users in looking for materials. The provision of excellent products and services will help reduce the rate at which students consult other profit making organizations that provide similar information services as libraries. It will also encourage students to take advantage of the wealth of knowledge available in libraries rather than other internet sources. Library staff in the selected universities were making the necessary efforts to ensure that users enjoy the use of the best products and services.

Promotion, Place & Physical Evidence

Promotion refers to the various means through which target users are informed of available products and services within the library. Okon & Umoh (2014) further describe promotion as all communication activities that are used to inform clients about available products by creating public awareness as well as educating users. Many users may not be aware of the entire library system as well as the wealth of knowledge available in it and as such it is imperative for library staff to develop new and better ways of reaching out to their target clientele. Findings of the study revealed that respondents were promoting

library services and resources to target users through the use of various tools such as library orientation, SDI, accession lists and Word of Mouth.

Place as described by Bamigbola (2013) states that “the products or services should be offered in a place that is reachable for the customers to easily access them” (p. 6). Apart from physical access to library materials through visits to the library, patrons are now able to access e-resources such as academic databases via the Internet without coming to the library. The library staff were also using SNSs like Facebook and Twitter to disseminate library related information. The use of the SNSs is also a great way for the library to make known their services to both users of the library and potential users.

Also related to Place is Physical Evidence. Jose & Bhat (2007) assert that, the libraries have to be user friendly with well-arranged materials to make it easier for users to access their materials. Some of the libraries in the study are using well designed and user friendly social media pages to reach out to their users and to project the image of the library.

5.7 Conclusion

The discussion of the findings was done in relation to the literature reviewed. It emerged from the discussion of findings that, the objectives of the study had been adequately met. Facts gathered from the interviews with respondents indicated that the marketing concept was not a totally new concept as all respondents were fully aware of the term as well as how best it can be applied within libraries in order to realize maximum benefits. What however remains is adequate exposure and knowledge on the term for library staff to stay abreast with latest trends in library marketing. The existence of working marketing policies also need to be factored into the overall library policies in order to make it official and authentic.

The use of the latest technological tools also need to be reinforced in library marketing in order to beef up already existing methods and also to attract the current generation of library users to the library. Also, challenges such as lack of funds, inadequate facilities and poor marketing skills by staff need to be curtailed.

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CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter gives a summary of findings based on the objectives of the study outlined in Chapter One. It also provides a conclusion and recommendations based on the findings to suggest the best tools that libraries can adopt for marketing as well as address the challenges associated with marketing library services in private universities in Ghana. Areas for further studies have also been suggested.

The purpose of the study was to investigate the marketing policies being used by selected private universities in Ghana, the attitudes of library staff towards marketing and also the effectiveness of the tools being used in marketing library services. The main objectives of the study included:

- Ascertain the marketing policies used in the libraries of the selected universities
- Investigate the attitudes of library staff towards the marketing of library services
- Ascertain the effectiveness of marketing tools used by the libraries
- Ascertain the challenges or hindrances to the marketing of their services
- Make recommendations for efficient marketing of their services based on the findings

The results are summarised below.

6.2 Summary of Findings

6.2.1 Marketing Policies/Plans Being Used in Academic Libraries

- a. It was established that respondents are knowledgeable about what marketing is and its benefits within their libraries.

- b. Respondents are aware of what a marketing plan entails as well as the benefits of having such a plan in their libraries.
- c. Majority of respondents, (76.2%), admitted that there is no laid down marketing policy in place in their libraries.
- d. The absence of the marketing plans was found to hinder marketing efforts since there was no clear definition of purpose among staff.

6.2.2 Attitudes of Library Staff towards Marketing

- a. The findings of the study revealed that, library staff were very positive about the marketing concept and were willing to make it succeed in order to retain existing clients as well as bring in new clients.
- b. Library staff agreed with positive statements relating to marketing. For example:
 - i. Marketing is relevant to the needs of libraries
 - ii. Libraries need marketing to survive in an increasingly competitive environment
 - iii. Knowing more about marketing techniques would be helpful
- c. Library staff disagreed with negative statements relating to marketing. For example:
 - i. Marketing is unnecessary due to scarce resources
 - ii. Marketing is inconsistent with the professionalism of a librarian
 - iii. No need for marketing if services are available

6.2.3 Effectiveness of Marketing Tools Used by the Libraries

- a. The findings of the study revealed that the major tool used for marketing services to patrons is orientations. Other less used tools are Selective Dissemination of Information (SDI), Word of Mouth and Accession Lists.
- b. Respondents rated their current marketing tools as ineffective as most of their clients kept asking them the same reference questions over and over again.
- c. All the libraries had introduced the use of SNSs especially Facebook in the marketing of their resources to be able to reach out to the current generation of library users better.
- d. The study indicated that Twitter was the only other SNS being used in marketing of library services apart from Facebook.
- e. The overall opinion of respondents about adoption of SNSs in their libraries was found to be fairly good.
- f. The challenges identified in the use of SNSs for marketing include unstable electricity supply, slow internet speed and lack of knowledge of emerging technologies.

6.2.4 Challenges Faced in Marketing Library Services

- a. The main challenges identified by the study in the marketing of library services include lack of funds, inadequate facilities such as computers, lack of marketing techniques and skills by staff, inadequate library staff, lack of time, and lack of marketing policies.

6.3 Conclusion

The importance of marketing in libraries has become critical in recent times due to the invasion of other information providers providing similar services. ICT has also made information readily available to patrons irrespective of location to the extent that they can access information using their hand-held devices without having to rely on libraries. In order to remain relevant to the current generation of library users who are tech-savvy, the marketing function needs to be given a high priority among other library duties with the existence of formalized marketing plans to help guide all marketing related activities. There should also be regular training programs for library staff in relation to marketing so that they are abreast with the latest trends in marketing worldwide considering the fact that they have positive views about marketing. Also, some library staff may not have had the opportunity to go back to school in a long time and this will be an avenue to help them keep up with their counterparts worldwide. This will also help prevent any changes in perception over time.

In addition, the best tools that will be able to effectively reach out to targeted audiences need to be well thought of in order to make the whole marketing program a success. Academic libraries must embrace new marketing techniques such as the use of social media to increase their visibility and to also help publicize their services to their users. Since users don't mind paying for information provided it satisfies their needs, academic libraries need to tighten their belts and look for the best possible means to make their presence felt in their various institutions'.

6.4 Recommendations

To boost marketing initiatives in the selected university libraries, the following recommendations informed by the findings of the study, are made in the areas of creation

of marketing policies, the increase in use of SNSs for marketing, organization of formal training programs for library staff on marketing, conduction of user surveys and advocating for more funds for the libraries.

6.4.1 Creation of Marketing Policies

There was a clear indication from the study that there is no laid down policy or plan in place in relation to marketing and this may be a contributory factor to the minimal efforts being made concerning marketing in the institutions selected. To this end, university libraries need to develop workable marketing plans that will be well documented to guide all marketing activities within the library. The existence of the plan will help formalize all activities and also bring on board all library staff, since they all engage in one form of marketing or another, rather than a select few as is assumed. It can also be drawn in conjunction with various stakeholders within the university community.

6.4.2 Increase use of SNSs for Marketing

It emerged from the findings that the most frequently used strategies for marketing library services were the use of traditional methods such as orientation, word of mouth, flyers and Selective Dissemination of Information (SDI). Majority of users are now able to access information through the use of the internet and are finding less reason to visit libraries and as such are not aware of efforts being made by libraries. Users of academic libraries should be able to enjoy ready access to credible information at all times without having to physically be in the library. The use of social media sites such as Facebook and Twitter were being used at a minimal level in the institutions sampled. In this regard, the use of social media should be encouraged and vigorously used in marketing library

products and services as the benefits far outweigh the cost (Edewor, Okite-Amughoro, Osuchukwu, & Egreajena, 2016).

Academic libraries also need to try out and take advantage of the use of other social media tools like YouTube, Blogs, Instagram and Pinterest etc. as tools for advertising services and products to users who are now more regular on these sites. Society is drastically changing and academic libraries need to catch up else risk losing their relevance within the academic community. This further reiterates the need for university libraries to inculcate the use of SNSs in their marketing activities to improve on-going efforts.

6.4.3 Organization of Seminars and Workshops on Marketing

Findings of the study revealed that, library staff lacked adequate marketing techniques and skills. As such, there is the need for more seminars and workshops on marketing to be organized for library staff in order to keep them abreast with the latest marketing trends for libraries. The Ghana Library Association (GLA) in collaboration with the Consortium of Academic and Research Libraries of Ghana (CARLIGH) can help organize such seminars or workshops on the use of these social media platforms as they emerge. A preliminary search can be conducted to find out all the libraries that are not yet using social media within their libraries as well as those who already are, so that they can be invited to participate. Experienced resource persons should also be invited to sensitize participants on the use of social media in libraries. This will help complement the efforts being made by the Department of Information Studies, University of Ghana in providing marketing education to library students. The older generation who may not have benefitted from the course will be able to benefit immensely from such workshops.

By doing so, librarians will be well equipped and knowledgeable on effective marketing techniques that will help them in their respective institutions.

6.4.4 Advocating for Higher Budgetary Allocation for Libraries

It emerged from the study that, libraries were faced with serious financial constraints in their efforts at marketing. Library management can present a strong case to their university authorities and other major stakeholders within the university for higher budgetary allocations for the library. In addition, libraries can solicit for funds from corporate bodies who might donate monies as part of their social and corporate responsibilities. This will go a long way to help increase funding for the libraries to pursue effective marketing initiatives and activities.

6.4.5 Conducting User Surveys

Due to the dynamic nature of user's needs, the relevance of the traditional products and services being offered by academic libraries are being questioned and are seemingly not attractive to the current generation of library users. Libraries can take advantage of Information Technology (IT) to better understand client requirements and design and offer new user-friendly products and services. Users also need to be encouraged to be involved in the designing of new products and services targeted at them. Suggestion boxes can also be great ways to solicit information from users and can be placed at vantage points within the library to catch the attention of users. Immediate feedback from users on the quality of products or services is essential for making necessary adjustments to meet requirements and also to boost the overall image of the library. This will put academic libraries in a great position to continue providing relevant information resources to their users.

6.5 Suggestions for Future Research

The study examined the concept of marketing among only three private universities in Ghana from the perspective of library staff only. Further research into marketing of academic libraries services from the perspective of students will be an important research activity to determine whether efforts being made by library staff are being recognized by their patrons. Also comparative studies involving both private and public universities can be undertaken to determine any differences in their marketing activities. Since public universities in Ghana are much older than private universities in terms of establishment, efforts being made at both ends will be noteworthy.

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APPENDIX A

INTERVIEW GUIDE

UNIVERSITY OF GHANA

DEPARTMENT OF INFORMATION STUDIES

INTERVIEW GUIDE FOR LIBRARY STAFF

Dear Sir/Madam,

I am Wilhemina O. Lamptey,

A student at the Department of Information Studies, University of Ghana, Legon conducting a study entitled: **Marketing Library Services in Selected Private Universities** as part of the requirement for the award of a Master of Philosophy (MPhil) degree in Information Studies. I would be very grateful if you could spare some few minutes to answer the questions below to the best of your ability. Please be assured that your responses are completely anonymous and would be used solely for academic purposes. Your co-operation is fully appreciated. Thank you

SECTION A: BACKGROUND INFORMATION

1. How long have you worked in the library?
2. What library training do you have?
3. What is your level of education in marketing?
4. Please explain your understanding of marketing with regards to library and information services?

SECTION B: POLICIES ON LIBRARY MARKETING

1. Do you see a need for the library to market its services?
2. If yes, why do you think it is necessary for a library to market its services?
3. Can you describe the current marketing policy in your library?
4. In your opinion, why should a library have a marketing policy?

SECTION C: ATTITUDES OF LIBRARY STAFF TOWARD MARKETING

		SA	A	N	D	SD
1.	Marketing is relevant to the needs of libraries.					
2.	I am knowledgeable about marketing techniques.					
3.	Libraries should market themselves more like businesses do.					
4.	Development of new library products and services is important.					
5.	Determining how much to charge for some library services is important.					
6.	Effective promotion of library services is important.					
7.	Finding new ways to deliver services to patrons is important.					
8.	Marketing is primarily about providing better products and services to the consumer.					
9.	I have been personally involved in marketing library services.					
10.	Marketing is primarily used to persuade people to buy things they don't really need.					
11.	Marketing is too costly for most libraries.					
12.	It is more difficult to apply marketing techniques to libraries than to businesses.					

13.	Marketing uses up resources that could be better used to provide more services.					
14.	Knowing more about marketing techniques would be helpful to my work.					
15.	Marketing is mostly hype and hustle.					
16.	Libraries should never impose charges for their services					
17.	Good public relations activities are important for a library.					
18.	Marketing tries to satisfy people’s wants and needs while also achieving the goals of the organization.					
19.	Marketing is inconsistent with the professionalism of a librarian.					
20.	It is important to make the public aware of everything the library has to offer.					
21.	Libraries need marketing to survive in an increasingly competitive environment.					
22.	Marketing is unnecessary because we barely have enough resources to meet current demand for library services.					
23.	Library school programs should require a course in marketing.					
24.	If a library already provides a full range of services, there isn’t much need for marketing.					
25.	It is important to constantly monitor the wants and needs of potential patrons.					
26.	Libraries don’t need marketing because people already know what services we offer.					
27.	Marketing is not a high priority in my library.					
28.	My library offers a broader range of services than others.					

Adopted from Shontz, Parker, & Parker (2004)

SECTION D: TOOLS USED IN LIBRARY MARKETING

1. What marketing tools do you use in your library?
2. How would you describe the effectiveness of these tools in the marketing of your services?
3. Which Social Networking Sites (SNSs) are used to market the library services?
4. What factors influenced your choice of the particular SNSs in marketing your services?
5. How long have you been using these SNSs?
6. What kind of services does your library provide through SNSs?

7. How would you describe the patronage of your services since you started using the SNSs?
8. What are some of the challenges you face in using these SNSs?
9. Why would you recommend SNSs to marketing of library services?

**SECTION E: CHALLENGES FACED BY THE LIBRARY IN THE
MARKETING OF SERVICES**

1. What are some of the issues or challenges you face in marketing your services?
2. What are the causes of these challenges?
3. How can these challenges be prevented?