UNIVERSITY OF GHANA

COLLEGE OF EDUCATION

SCHOOL OF INFORMATION AND COMMUNICATION STUDIES

DEPARTMENT OF INFORMATION STUDIES

MARKETING OF LIBRARY AND INFORMATION SERVICES IN SELECTED TECHNICAL UNIVERSITIES IN GHANA

HABIB MOHAMMED

(10550260)

THIS THESIS IS SUBMITTED TO THE UNIVERSITY OF GHANA, LEGON IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF MASTER OF PHILOSOPHY IN INFORMATION STUDIES DEGREE

JULY, 2019

UNIVERSITY OF GHANA

COLLEGE OF EDUCATION

SCHOOL OF INFORMATION AND COMMUNICATION STUDIES

DEPARTMENT OF INFORMATION STUDIES

MARKETING OF LIBRARY AND INFORMATION SERVICES IN SELECTED TECHNICAL UNIVERSITIES IN GHANA

HABIB MOHAMMED

(10550260)

JULY, 2019

DECLARATION

I, undersigned, declare that this thesis is the result of my own research work and that all the references used in this work have been dully acknowledged. This work has not been presented by anyone to any institution or this university for the award of any other degree.

…………………………………..   …………….........…………
HABIB MOHAMMED   DATE
(STUDENT)

…………………………………..   …………….........…………
PROF. PERPETUA S. DADZIE   DATE
(PRINCIPAL SUPERVISOR)

…………………………………..   …………….........…………
DR. PHILIP NUKPE   DATE
(CO-SUPERVISOR)

DEDICATION

This thesis is dedicated to my father, Alhaji I. K. Antwi, former University Librarian, University for Development Studies, for without his love, patience, encouragement and support, I would not have made it this far. May Allah, the Almighty continue to bless him and his family abundantly.

ACKNOWLEDGEMENTS

Table of Contents

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

AMA   American Marketing Association

CARLIGH   Consortium of Academic and Research Libraries in Ghana

CIM   Chartered Institute of Marketing

EGP   Emerald Group Publishing

E-mails   Electronic-mails

E-Resource   Electronic-Resource

GES   Ghana Education Service

HECP   Higher Education Commission in Pakistan

HND   Higher National Diploma

ICT   Information and Communication Technology

ILS   Information Literacy Skills

IT   Information Technology

OPAC   Online Public Access Catalogue

PNDC   Provisional National Defense Council

PR   Public Relations

PRO   Public Relation Officer

RUSA   Reference and User Service Association

SNSs   Social Network Sites

SPSS   Statistical Package for Social Sciences

TQM   Total Quality Marketing

UK   United Kingdom

UDS   University for Development Studies

ABSTRACT

The study investigated into marketing of library and information services/resources in Sunyani, Kumasi and Tamale Technical universities in Ghana. Specifically, it dealt into areas of importance which covers the objectives of the study such as; need for marketing of library services, services/resources available in the selected libraries for marketing, techniques and tools being used by the selected libraries in marketing, competencies and skills required of information professionals in marketing of library services, measures for effective marketing of library services and challenges faced by the selected libraries in marketing their services. The 7p's marketing mix theory was used. The study relied on both qualitative and quantitative methods of data collection. Twenty (20) professional library staff were interviewed with the use of a structured interview schedule, while two hundred and eighty-four (284) students answered the questionnaire. Data collected from students was analyzed with the use of SPSS, while data from professional library staff was recorded, transcribed and interpreted. The findings revealed that respondents were fully aware of the benefits of the marketing concept and therefore the need for marketing of library services was greatly emphasized. The services/resources used by the selected libraries were found to be inadequate and the few ones available were not properly marketed due to inability of these libraries to properly use the right techniques and tools in marketing them. Inadequate facilities, lack of funds, lack of staff and knowledge of staff in marketing and lack of marketing policies were identified as major challenges faced by the selected libraries in marketing their services. Some recommendations were however suggested and include; advocate for more facilities and funds for marketing, increase collection of their libraries, increase number of staff and skills in marketing and develop best marketing policies, tools and techniques for effective marketing activities in their libraries.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Marketing has become an important concept in the development of profit and non-profit organizations. Library and information service centers in recent times have also adopted the marketing concept to help promote the use of their services in order to ensure their continued existence. This is because information has become the most valuable commodity in the market today.

Before the introduction of computers, information was mainly in print form and mainly in books, and libraries were seen as the only places where information was sourced. The case today is different where information is available in different formats within and outside libraries. This certainly means that academic libraries now have the responsibility to explore new skills, resources and services that are currently available to users. This will help maintain and attract new users. Users can now access information regardless of their physical settings and also now give more attention to private information providers, and hardly depend on libraries as remedy to their information needs. Academic libraries need to direct students' attention to relevant information by creating and promoting user awareness. The challenges in academic libraries such us reduced budgets, unsatisfied users, increasing cost of library materials such as books, serials and e-resources, technological advancements, increasing number of information services and competition from other information providers make the marketing concept very relevant in academic libraries (Chegwe, & Anaehobi, 2015).

Academic libraries are adopting the marketing concept in order to maximize information access and use. The challenges such as decline in library budgets, increasing number of users,

information explosion, invasion of database agencies, and complexity of information access are conditions that compel librarians to accept the marketing concept(Madhusudhan, 2008).

The current change in information access is as a result of emergence and advancement in technology that is creating a dimension in information seeking in academic libraries. In view of the multiplicity of formats in information products and services, libraries and information centers have now been publicizing the existence of some of their services and products to their target users through the marketing concept (Adegoke, 2015).

The term 'marketing' got attention in libraries when the marketing concept was first introduced into non-profit organizations in 1970 by (Kotler, 1970). Again, marketing library and information services and products became very common through the application of ICT, and most especially through the use of social media networking and sites. This is the reason why social media networking has been common in most universities across developed countries (Khan & Bhatti, 2012).

Kotler and Amstrong (2012 p.24) gave a clear 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*". There are several benefits of building the marketing concept in libraries, particularly in academic libraries. These benefits may include; helping in achieving the goals and mission of the academic institutions, understanding the good direction of the institution's administration, and also promoting a more effective information provision and delivery to faculty and students (Spalding & Wang, 2006).

Library users are very important in the productive and efficient performance of every academic library, and it is based on this that services provided by academic libraries are

mainly determined by the people who use them. It is clear that users are very critical in the practice of librarianship (Aina, 2004). Aina (2004) further states that a library cannot exist when it does not have patrons and that all human and material resources equipped in the library are purposely there to provide effective service to users.

Most library users are unaware of what the libraries have in stock and hence feel they may waste their time if they go to the library (Adegoke, 2015). This means that library management has not been able to keep their users inform on the services or resources they have and this has resulted in the non-utilization or under-utilization of services and resources. Carrington (2005) observes that the biggest challenge faced by many libraries is that of poor distribution of information to its intended users and hence contributing to low patronage of library materials and services.

The inability of librarians to embrace the marketing concept is associated with factors such as; lack of knowledge and training in marketing, lack of willingness and interest by many information providers in accepting the marketing concept and lack of financial support in marketing of library services. Some librarians are with the perception that marketing is a tool for commercial entities and private sector organizations and therefore not needed in public sector organisations such as the library (Kumbar, 2004; Singh, 2009; Estall & Stephens, 2011).

Many libraries in some tertiary institutions have benefited from the marketing concept. The Central Library of Astan Quds Razavi located in Mashad which is the dominant public library of Iran benefits from various marketing strategies. This Library has a good collection which is properly promoted and is evidenced by its high patronage (Nooshi, Tajafari, & Nowkarizi,

2017). Adegoke (2015) also mentions that Abdulai Fadiyo Library in Nigeria is experiencing a high growth of its user population and this growth is as a result of the effective marketing strategies put in place by the library to persuade users to make use of their rich collections.

Irrespective of the relevance of marketing library and information services and resources, a lot of studies in developed countries (Massis, 2014; Adams & Cassner, 2001; Spalding & Wang, 2006) indicate that a lot of services provided by academic libraries are still underutilized, and among the possible solutions to this is marketing.

Kumasi, Sunyani and Tamale Technical Universities are new public tertiary institutions established in 2016 to support teaching, learning and research activities. These universities have contributed greatly to the development of human resource in Ghana. The universities are governed by a council which is determined by the government of the republic of Ghana.

1.1.1 Study Setting

1.1.1.1 Sunyani Technical University

Sunyani Technical University is part of the oldest technical universities in Ghana. It was formally called Sunyani Technical Institute located in Brong-Ahafo Region of Ghana. As a Technical Institute and non-tertiary institution in the 1967 it was completely under the supervision of Ghana Education Service (GES). In 1997, it was upgraded to a Polytechnic due to the passage of the Polytechnic Law of 1992 (PNDC Law 321) by the government of the republic of Ghana. As a tertiary institution, the Polytechnic began to run Higher National Diploma (HND) programmes through the Polytechnic Act, 2007 (Act 745). This Act was an amendment of the previous PNDC law 321 which mandated all Polytechnics in Ghana at that time to run and award HND, Diploma and other advance certificates. In view of the good

performance of the Sunyani Polytechnic, it was among other eight Polytechnics converted from Polytechnics to Technical Universities in 2016 running various kinds of Degree programmes (Sunyani Technical University Handbook, 2017).

Sunyani Technical University Library is located at the main campus of the university with a sitting capacity of 500 and has about 40,000 volumes of books. The library provides relevant information services and resources that support teaching, learning and research. It is fully computerized providing internet services, and other electronic services such as printing and photocopying.

1.1.1.2 Tamale Technical University

Tamale Technical University started as a Trade Center in 1951 and was upgraded to a Government Training School in 1954. In 1960, it was again upgraded from the Training School to a Junior Technical Institute learning many craft courses. Following the Educational Reforms Progrmmes and the introduction of the PNDC law 321, of the 1992, it was again converted to a Polytechnic known as Tamale Polytechnic and now a tertiary institution running various kinds of programmes. It was at this time mandated to run and award HND and other advance certificates. The Polytechnic was serving the Northern, Upper East and West regions and still has a reasonable level of influence in the three regions. The polytechnic was converted to a Technical University in 2016 by the government of the republic of Ghana (Tamale Technical University Handbook, 2017)

Tamale Technical University has its library located adjacent the administration block. As a temporary library, it has a sitting capacity of about 250. The Library offers electronic services such as photocopying and printing, and also assist students to search for information electronically. They have over 38,000 volumes of books.

1.1.1.3 Kumasi Technical University

Kumasi Technical University known earlier as Kumasi Technical Institute is located in Ashanti Region of Ghana. It was established in 1954, and started academic work in 1955 dealing mainly with craft courses. It was until then converted to a Polytechnic on the 30th of October 1963. At this time, the Polytechnic concentrated on technician and few diploma courses. In addition, some professional programmes such as engineering, welding, carpentering, etc. were offered. Following the PNDC Law 321passing the Polytechnic Law of 1992, this Polytechnic became a tertiary institution running series of HND and advance programmes. Upon good performance of the Polytechnic, the government of the republic of Ghana in 2016 converted it to a technical university where series of degree and diploma programmes are being offered (Kumasi Technical University Handbook, 2017).

Kumasi Technical University Library is located in the campus at the first floor of the administration block. Its sitting capacity is 510. It has over 49,000 volumes of books and also provides electronic services and subscribes to electronic databases. The library is fully computerized providing dynamic services which support the overall academic activities in this university.

1.2 Statement of the Problem

Marketing plays an important role in information dissemination process in academic libraries and therefore should not be taken for granted by technical universities in Ghana. Access to information has now become very fast and relies more on the internet which university students turn so much to instead of resorting to services/products in their libraries. Most users seem to be unaware of services and products in their libraries and the selected technical universities may not be exempted from this.

Despite the benefits of the marketing concept in academic libraries, a lot of researches have shown that many of these libraries have still not adopted the marketing concept in its operations particularly in Ghana (Martey, 2000; Alemna, 2001; Thompson, 2003; Lamptey, 2010; Anafo, 2014). The researcher's pre-observation of the selected technical universities indicated that the libraries were underutilized and this could be attributed to ineffective or absence of marketing.

It is also believed that academic libraries are spending so much in developing their collection, processing and storage and when these resources are underutilized, it creates waste of money, time, energy and space (Ndinoshiho, 2010). In Ghana, it is perceived that a substantial amount is being charged as part of the school fees to support the running of activities in academic libraries. In addition, academic libraries in Ghana through the Consortium of Academic and Research Libraries in Ghana (CARLIGH) have acquired several e-resources at a fee (Lamptey, 2010). Regardless of the huge sums of money paid in acquiring these resources, it is observed that these resources are underutilized, creating waste of money, time and space. The perceived reason for these wastes is that users of these services/resources appear to be unaware of their existence in their libraries. The consequences of underutilizing these services/resources may lead to users' inability to access and recognize their information requirements. This may also lead to low quality of teaching, learning and research activities and consequently lead to a financial loss to the Technical Universities.

In Ghana, the studies by (Martey, 2000; Alemna, 2001; Thompson, 2003; Lamptey, 2010; Anafo, 2014; Lamptey, 2016), on marketing of library services centered more on public universities and only a few on the private universities. The new Technical Universities have not been studied not even before their conversion from Polytechnics to the Technical

Universities. It is against this backdrop that the researcher has selected the three technical universities to fill the gap by examining the marketing of library and information services in their libraries.

1.3 Purpose of the Study

The purpose of the study was to examine the marketing practices of library and information services/resources at the Tamale, Sunyani and Kumasi technical university libraries in the Northern, Brong-Ahafo, and Ashanti Regions of Ghana.

1.4 Research Objectives

Below are objectives of the study;

1. To examine the need for marketing of library services in the selected technical universities

2. To identify the resources and services available in the selected technical university libraries for marketing.

3. To examine the techniques and tools being used by the selected libraries in marketing their services.

4. To examine the skills and competencies required of librarians in marketing information services

5. To identify measures for effective marketing of library services by the selected libraries

6. To identify challenges facing the selected libraries in marketing their services

1.5 Scope of the Study

On the geographical scope, the study was restricted to Tamale, Sunyani, and Kumasi Technical Universities and the focus was on students and professional library staff of these universities. In terms of content, the study was meant to examine the marketing of library and

information services in the technical universities of Ghana, and particularly in Tamale, Sunyani and Kumasi Technical Universities. The three technical universities were selected because they were identified as the oldest among other few technical institutions in Ghana. Also, they were selected in order to compare how marketing activities were being carried out in their libraries. The study dealt specifically into areas such as; need for marketing in academic libraries, techniques in marketing library services, services/resources available for marketing, competencies/skills expected of librarians in carrying out effective marketing activities, measures to effective marketing, challenges facing libraries in marketing services, and finally make recommendations which may lead to effective marketing of library and information services in technical universities in Ghana.

1.6 Theoretical Framework

1.6.1 Marketing Mix Theory

Marketing mix is an important theory in the field of marketing. Marketing mix is an organized structure of elements which helps an organization in getting close to its target markets and specified objectives (De Aze, 1985).

According to Kavulya (2004), marketing mix creates room for growth, execution and assessment of any product or service. The theory is specifically meant to provide a guide which aims at meeting the needs and wants of customers and also help in achieving the objectives of an organization. It is therefore obvious that using all the elements in the marketing mix aims at user satisfaction and the achievements of organizational objectives.

Kotler and Anderson (1991) gave a definition of the marketing mix as "*the particular blend of controllable marketing variables that the firm uses to achieve its objectives in the target market*". The study was guided by the 7Ps marketing mix propounded by Edmund Jerome McCarthy (McCarthy, 1960).

The 7Ps include: the product, place, price, promotion, people, process and physical evidence. According to Ratzek (2011), using the 7Ps gives a stronger and important framework to the service sectors and particularly to the library. Some studies conducted in marketing (Adeyoyin, 2005; Austen & Ewers, 2004; Bamigbola, 2013; Islam & Islam, 2009; Patil & Pradham, 2014) indicate that all the 7Ps are important to all forms of marketing including service marketing.

The diagram below represents the 7Ps
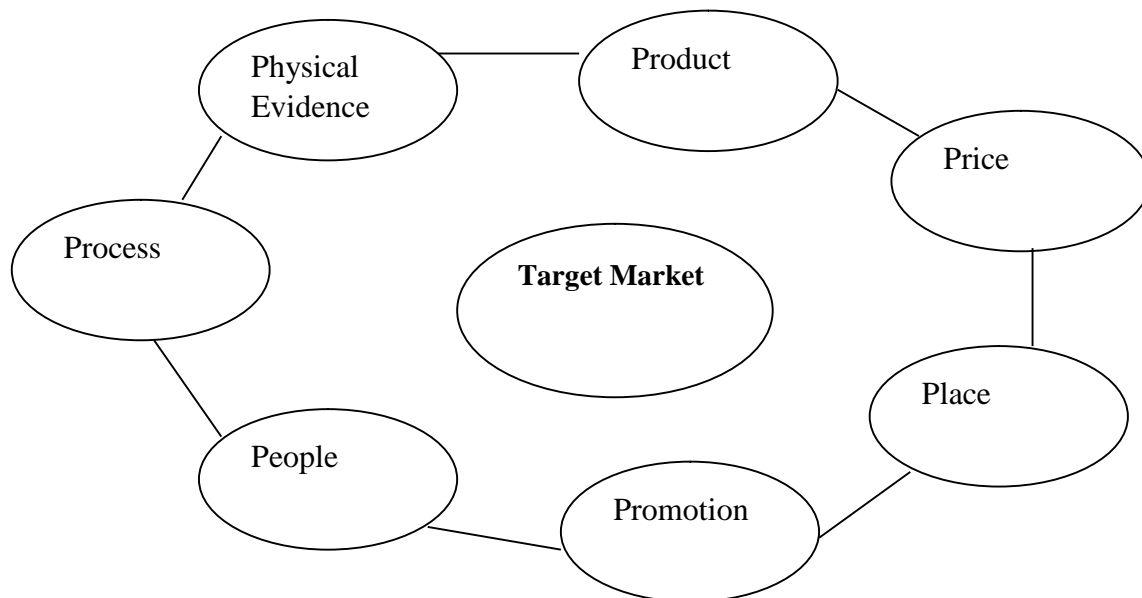
Source: Devereux (2014)

Product refers to anything when introduced into the market can meet the desired needs and wants of customers. Rowley (2006) described a product as anything that customers can benefit from in an exchange. Products meant to be marketed include; physical goods, services, persons, places, organizations and ideas. Kotler (1997) defines product as anything when offered to the market should meet and satisfy the actual needs and wants of the customers. In this regard, a product does not necessarily mean a physical item but rather a

perception of the user. The need to satisfy a customer is more of a product than just a physical item.

Norman (1989) perceives product as a service performed by the library and made specifically for certain group of users. In the library, services such as; inter-library loan, house-bound readers, on-line searching, lending services, picture loans etc. are recognized as library's products which can easily be considered for marketing.

Academic libraries hold the responsibly of providing information such as abstracts, summaries and bibliographic information to users which forms the core level of information in the library's set-up. Physical materials such as library bulletins, books, journals etc. are those found in many libraries.

Place refers to a venue where an activity is performed. Jones (2011) defined a place as anywhere that a customer acquires a product. Place can be defined as the channels for distribution where organizations move its physical materials or product to the final consumer (Dhiman and sharma, 2009). They further explained that the time intervals by which information is provided to a user is known as the 'when', 'where' refers to the location of service provision and 'how' refers to the type of distribution of the product. The location where a particular service is rendered should be made known and publicly advertise so that users who get to know of the location will appreciate and therefore see the need to visit there and hence patronize the services (Nwalo & Oyedum, 2007).

Kim and Park (2006) state that a place is not just a physical venue of an information center, but a way and manner in which services of the information center are rendered, how customers access resources at the information center and assistance in getting their information needs. The library, for example, may set up branches, bookmobiles or e-mail

service to help widen their service areas. Libraries can provide general information to users through websites without physically meeting their users. This information may assist librarians to effectively promote their services and provide valuable guide to users. The study of Islam and Jaber Hossain (2014) recognized the importance of using websites in promoting the use of library services. They emphasized the need for libraries to improve on their marketing skills through the use of websites. They concluded that more than 50% of libraries in Bangladesh have never made an effort of providing any training on online literacy programmes such as live support, copyright documents, online user survey, networking and so on.

Price is the most dominant factor that determines the revenue and profit shares of an organization. Rowley (2006) refers to price as variable that can easily be manipulated to match changes in the business or service environment. Kim and Park (2006 p.20) were of the view that "*pricing of use of library is usually that of the time and effort the user spends in travelling to the library, as well as the effort spent searching for and examining material cost of a forgone alternative activity*".

Promotion involves strategies used in communicating the existence of a product to the target customers. The purpose of promotion is to create awareness of customers to an existing product as well as educate users about that product. Dhiman and Sharma (2009) were of the view that promotion involves an idea of information transfer where a marketer interacts with intended users to enable them appreciate a particular product. They opine that libraries are engage in promotion activities in order to draw attention of its intended users to respond rapidly to the services. This will also lead to further enquiries being made by the intended users for further clarifications.

Staff are people who hold important responsibilities of influencing the minds of customers on the quality of a product. It is also the responsibility of staff to continuously educate users on how to use that product. It is believed that the quality of service is not different from the quality of service provider (Dhiman & Sharma, 2009). Dhiman and Sharma (2009) were also of the view that *"without training and control employees tend to be variable in their performance leading to variable service quality"*. Staff must be well motivated and have good attitude towards ensuring the success of an organization. It is also important to give right training to staff that have direct interaction with customers (CIM, 2009). People refer to employees or customers since the two are directly or indirectly involved in the service delivery process.

Process refers to the methods involved in giving service and it is important for one to be knowledgeable enough to determine whether a service is beneficial or not. According to Dhiman and Sharma, (2000) *"process means the procedures, mechanism and flow of activities by which a service is acquired"*. In library and information service centers they may be new service discovered at a low cost with high quality. With this, quality staffs are expected to be recruited to manage such services. Processes that are not properly packaged will lead to slow and ineffective service delivery and this will ultimately affect management in the performance of their duties.

Physical evidence involves an environment where service is offered, where customers interact with employees as well as physical cues that might affect the delivery of a service (Zeithaml et al., 2013). Dhiman & Sharma (2009) described physical evidence as the environment where service is being offered and anything capable of facilitating the performance of that service. This is obvious in situations where a potential library user could be interested in the appearance of library materials, facilities, staff etc.

The adoption of the marketing concept in libraries has become important in recent times. To determine the performance of library services and meeting the information requirements of users, it will be appropriate to consider the access to service, and satisfaction. The marketing mix was selected to guide the study because it will help address the most important aspects of the daily operations of the library. The product variable served as a guide because it creates management awareness on the existence of certain resources/services in their libraries and how best those services could be marketed. The promotion variable influenced the best-known strategies to effectively communicate the existence of available products. People, process and physical evidence played an important role since they have potentials of influencing the decision of users to patronize products and services. The marketing mix theory and for that matter the 7Ps provides quality library management and quality service provision which could attract and retain existing users to optimally use the services in the library.

1.7 Significance of the Study

The study is relevant in many ways. It is expected that administration of academic libraries may use this study in the areas of policy formulation by giving out detailed information on resources and services to be provided such that it will meet the information requirements of users. In addition, the study may influence the decision of library management on the relevance of adopting the marketing concept in libraries of higher academic institutions, particularly in the Technical Universities. Similarly, it will inform librarians on effective and efficient ways of carrying out the marketing activities in their libraries.

Also, the findings of the study will give libraries the opportunity to critically examine their operations and be able to recognize their strengths and weaknesses.

Furthermore, the study will inform library management on the challenges facing libraries in the technical universities in carrying out the marketing activities and also keep them informed of the challenges and hence assist them in finding solutions to those challenges which will ultimately lead to attract, satisfy, and retain users.

The study shall be contributing to existing literature in marketing of services in academic libraries and build on experience of the challenges facing technical universities in carrying out effective marketing practices in their libraries.

Ultimately, the findings of this study shall be useful to other researchers who may be researching on similar or related subjects in future.

1.8 Organization of Chapters

This study is organized in six chapters.

Chapter one: Constitutes the introduction which provided the background to the study. It also includes areas such as study setting, statement of the problem, purpose of the study, objectives, theoretical framework, scope of the study, and significance of the study.

Chapter two: This chapter comprises the literature review. It provides detailed information on the context of the research. It is presented with sub-headings which include; overview of marketing, need for marketing in academic libraries, resources/services available in libraries for marketing, skills and competencies required of librarians in marketing of library services, effective measures in marketing library services and challenges associated with marketing of library services.

Chapter three: Covers the methodology which constitutes research design, research methods to be adopted, population, selection of sample and selection of subjects for the study, data collection instruments, presentation of data analysis and ethical considerations.

Chapter four: This chapter comprises the data analysis.

Chapter five: Covers the findings and discussion which resulted from the analyzed data within the context of literature.

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

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Literature review is the art of compiling, classifying and evaluating what has been written by other researchers or authors on related subjects. According to Creswell (2014) literature review is the means of identifying and summarizing the studies of a particular research problem.

Kreuger and Neuman (2006) identified four reasons why literature review is necessary in academic research. These are:

1. To establish a familiarity with a particular group of knowledge and show credibility in the study.

2. To open up the route of the research and also demonstrate the link between the current and the old research.

3. To use knowledge of others and acquire new knowledge. A literature review can only be built on academic effort of other researchers where the new ones benefit from the older ones. This stresses the saying that *"standing on the shoulders of the giants"*.

4. To combine and summarize what is being studied in the past.

Literature was reviewed from the World, Africa and as well as Ghanaian perspectives. It was however, reviewed on related literature on marketing of library and information services and particularly in academic libraries. Some of the major areas discussed include:

1. Definition of marketing

2. Definition of marketing in relation to academic libraries

3. Need for marketing services in academic libraries

4. Perception of librarians in marketing of library services

5. Resources and services available for marketing in academic libraries

6. Techniques and tools used in marketing library services

7. Skills and competencies required in marketing of library services

8. Effectiveness measures for marketing of library services

9. Challenges associated with libraries in marketing of library services

10. Summary of literature and conclusion

2.2 Definition of Marketing

The definition of marketing varies as the term has been defined differently by different authors. The definition by American Marketing Association has been widely accepted. In citing American Marketing Association (AMA), Mohseni (2017 p.59) presented a definition of marketing "*as a set of activities that is meant to improve communication and understanding between a company and the customer, and eventually results in creating something meaningful*". AMA further states that "*marketing is the activity, set of institutions and processes for creating, communicating, delivering, and exchanging offering that have for customers, clients, partners, and society at large*".

Lautenslager (2003) defined marketing as a means of coming out with a strategy that puts clients in the middle of everything related to the business. He states that selling is not difficult, but the problem is about how to put reasonable and effective techniques to create these exchanges. He concludes that such strategies should be in a position of changing attitudes and that when these strategies are carefully applied it must be in a position to portray

social importance because they would never be any need for marketing if customers' needs and wants are not adhered to.

Kotler (2012) comprehensively defined marketing as *"the science and art of exploring, creating, and delivering value to satisfy the needs of a target market at a profit"*. He enumerated some segments of organization which are capable of giving out its best, and design appropriate techniques which would enable organizations to effectively promote their services. The indication is that marketing is about satisfying the need of customers and not just about making profit.

According to Jestin and Parameswari (2005) marketing involves processes aim at meeting the demands and expectations of customers and also putting in mind the aim and mission of the organization that established that business. They also defined marketing as a means by which marketers are able to study individuals or groups and design right products and services that can best suit these needs.

2.2.1 Definition of Marketing in Relation to Academic Libraries

Marketing has become very important in the development of many organizations and libraries have no option than to adopt this concept if indeed they want to exist. Alemna (2001) emphasized the need for marketing in university libraries and states that the existence of libraries highly depends on marketing its services.

In service organizations like the library, marketing of services can be seen as a process involving a step by step assessment of needs of users and packaging information such that it meets the needs of these users. It is based on this that adequate plans, analysis and identifying of customers and their needs as well as finding an alternative choice for meeting these needs are required of librarians (Edewor, N., Okite-Amughoro, F., Osuchukwu, N. P., & Egreajena,

D. E. 2016). Koontz, Gupta and Webber (2006) confirmed this when they admitted that marketing is a process performed continuously to match the services and resources of consumer's needs. In the library set up, users, patrons and clients are known as customers. On this note, resources and services should be provided in order to satisfy the full demands of this category of individuals (Edewor, et al. 2016).

Kumar (2014) described marketing information services as a way of carefully and consciously serving and satisfying the information requirements of all kinds of users. Baro & Ebhomeya (2013) opined that marketing within academic libraries imply the need to identify its objectives and be able to develop services to adequately meet the information needs of patrons. Similarly, Shontz, Parker & Parker (2004) state that marketing comprises a set of activities that encourage purposeful exchanges between library staff and users.

According to Ravichandran and Babu (2008) marketing is a means of developing plans, price policy, promotion strategy, and dissemination of resources which are capable of influencing exchanges that can satisfy the actual demands of library patrons and meet the objectives of the organization. They emphasized the need for librarians to identify the information needs and put in their best to effectively provide these needs. They concluded that marketing is a continue process and therefore demands a continue assessment of users' information requirements.

Marketing of library service is a managerial activity that puts librarians on the task of identifying the need and wants of library users and make sure those needs are adequately provided within the resource capacity of the institution (Gupta, Koontz & Massisimo, 2013).

Stripp (2008) discovered three types of commonly used marketing. These include:

1. Online marketing: It is a type of marketing that is performed online, mostly on the internet. This type of marketing is popularly known as the internet marketing.

2. Offline marketing: This is the opposite of the online marketing because it does not depend on any internet or online marketing practices. Advertising on newspapers, radio, television, flyers, banners, etc. are examples of offline marketing.

3. Oral exchanges: These are direct interactions between organizations and customers. It is noted to be the common form of marketing and does not involve any technical means of transferring information. It is popularly known as 'word of mouth' interaction. It is a form of marketing where customers to an organization holds it a responsibility to recommend new customers to that business through oral interactions after having been satisfied with the services offered to them.

Rita (2016) citing Namara points out two forms of marketing, namely; inbound and outbound marketing. Inbound activities include a search of the market, checking competitors, checking new products or new service and considering prices of products. Outbound on the other hand has to do with promotion services through advertising, promotions and public relation activities.

It is evidenced from various definitions that marketing is an activity that has to be part of libraries policy plans to effectively deal with the declining usage of libraries. It is also clear that user information requirements are paramount and therefore needs to be provided to effectively and efficiently satisfy these needs.

2.3 The Need for Marketing Library Services

In the advance world, librarians have increasingly realized the importance in marketing its services (Khan & Bhatti, 2012). They reaffirmed the accession that libraries and information services have now become commodities that are commonly consumed in our everyday

activities and can either be acquired, exchanged or sold. They also stressed the need for marketing of these services and emphasized the need for libraries to take marketing serious since they are seen as the possible providers of reliable and accurate information. Libraries of today are believed to be the major information providers performing all kinds of strategic services. It is based on this that marketing of its services have become so important that it should not be taken for granted (Khan & Bhatti, 2012).

According to Khan and Kamal (2016) there have been increasing needs for understanding and embracing the marketing concept in libraries globally. They stressed the need for librarians to redesign their services and also seek new communication methods and feedback mechanism to improve their services.

Leiser (2004) emphasized the need for libraries to embrace the marketing concept in order to effectively promote the use of their services and resources. He believed that marketing library services can create a link between customers and the library. He further stressed the need for such bond because of the competition in the information industry.

Reasons for Marketing Library Services and Information Products

According Adekunmisi (2013) professional librarians must put in some effort to effectively market and promote the use of their services because of the following reasons:

1. There are now many information provision industries globally, and libraries do not longer enjoy autonomy as it used to be in the past. Some of such industries such as online information providers, the mega-bookstores, information consultants, the Internet services providers, free web access providers and individual customers will not hesitate to market to potential library customers or users.

2. Funding for libraries; libraries of kinds these days need to compete with other institutions and departments to enable them acquire funding for the smooth running of their services. Marketing can help the libraries get financial support from either their users or others. In academic institutions, libraries stand a bigger challenge of competing with faculties and other units for funds.

3. In order for libraries to remain relevant and stay connected to the communities that establish them they must consider the marketing concept so relevant and give it the necessary priority as it deserves.

4. For librarians to redeem the image of their libraries and themselves they should be able to adopt the marketing concept in order to promote their services and products. For this reason, libraries need to distinguish themselves in terms of access and services they provide. They must also change the perception of patrons and others toward them as information experts.

5. Librarians are and should be regarded as essential and valuable community resources. In essence, there is the need for the librarians to make people to be aware of the services and products they provide and their comparative value. Librarians should see themselves as resources people go to for information and should be well prepared and equipped themselves as experts in the field.

6. It is obvious that the survival of libraries lies on the supports of people they serve. The library therefore holds the responsibility of communicating and working with its customers and funding authorities in order to boost the relationship between them.

7. Librarians are not visible. Shamel (2002) believes that people who are in positions to employ librarians are not aware of the values of libraries and librarians. There is thus the need for librarians to be more proactive in marketing their cause to potential users and people in positions of power.

8. Library users expect recognition, attention and appreciation for their individual information needs. As customers always have ever-changing needs and wants, there is the need for librarians to market as dynamic as retail markets and thus create an environment in libraries that foster customer consciousness and satisfaction among employees.

Khanchandani and Hassan (2016) state that marketing in libraries is important for their continued existence. They concur that information is a commodity which can be used and distributed by users like any other commodity. They identified nine (9) reasons why marketing is required in academic libraries:

1. Finding solution to shrinking budgets for libraries

2. Promote products and services

3. Help in promoting self-reliability

4. Improve the image of libraries

5. Create perception of information need in the user

6. Increase library usage

7. Promote user education

8. Make the library profession relevant

9. Serve as a solution for growing information

In Africa some studies in Kenya (Makori, 2010; Kavulya, 2004), Botswana (Nkanga, 2002), Nigeria (Baro & Ebhomeya, 2013; Adegoke, 2015; Chegwe, & Anaehobi, 2015), Ghana (Alemna, 2001; Anafo, 2014; Lamptey, 2010; Thompson, 2003; Martey, 2000) have found that many academic libraries were yet to adopt the marketing concept, and some of the reasons attributed to this were; inadequate IT professionals, lack of trained professionals, budget constraints and lack of interest of librarians in adopting the marketing concept. The

studies therefore emphasized the need for effective marketing strategies in academic libraries since this can help to increase patronage in these libraries.

Opala (2017) stresses the need for marketing in school libraries when he states that marketing information resources enlighten users on the importance of patronizing libraries and find the information needs of users, assist them to acquire knowledge that can enable them get access to information from various sources in the library and seek a higher level of customer satisfaction. He also states that with the ever-changing technology advancement, many users do not see library as a place where current information is sourced. Having this in mind, there is the need for librarians to change attitude of users on the relevance of seeking information from the library.

Information overload from the internet, technological improvements and increasing costs of library materials are some of the reasons that calls on libraries to embrace the marketing concept in promoting their services (Sahu & Mahapatra, 2006). They conclude that to improve on promotion activities in libraries and meet user satisfaction, marketing should be considered as an integral part of libraries and must therefore be declared as part of the library's policies.

Due to decline in funding of libraries by governments in today's world, it is necessary for libraries to accept and embrace the marketing concept to effectively promote their services which could possibly lead to even funding of the libraries (Nwosu, 2010). He emphasized the need for libraries to engage on revenue generation activities not only in acquiring resources, but for their survival. This can only be done only when the marketing concept is adopted and practiced in libraries.

According to Igbeka (2008) effective marketing of services in libraries enable users to interact with staff and management of the library. He re-echoed that marketing makes libraries win new patrons, maintain the existing ones and expand the relationship that exist between users and the library.

Martey (2000) concludes that libraries in higher academic institutions in Ghana needs to put in adequate plans that will assist them build effective marketing strategies to effectively market their services and products and examined the need for this direction. Some of the needs according to him include:

1. Academic libraries in Ghana need the marketing concept to be able to face competition of other information providers

2. To be able to win back users who stopped using the library

3. To be able to continue getting financial support since financial support may possibly rely on the effective use of the services and resources.

4. To be able to maintain existing users

5. To keep academic libraries relevant to the academic community

Anafo (2014) citing Alemna noted that conditions that affect most libraries in developing world in accepting the marketing concept and Total Quality Management (TQM) are rather significant in Ghana today. It is therefore not clear if library management is not effectively effecting the necessary changes that could positively satisfy their users. He stressed the need for libraries in Ghana to embrace the marketing concept to ensure their existence. He concludes that the inability to adopt the marketing concept could be disastrous since the

survival of the libraries heavily depend on how the services and resources are marketed and patronized.

2.4 Perception of Librarians in Marketing of Library Services

Perception is defined as the act of recognizing, organizing and creating a comprehensive interpretation of the senses to a particular change (Gray, 2004). He further states that it is a technique that one uses to comprehend and build a sense from several sensations that is constantly realized because without perception even the most practical tasks would not be possible. Some librarians are aware and interested in the marketing concept, however, have misunderstanding or no understanding of what the marketing concept is about. Alemna (2001) explains that some librarians hold the perception that their services are so important that users are aware of them and for that matter marketing their services is unnecessary.

It is found that bad attitude and perception of some librarians and information professionals towards the marketing concept has been identified among several factors which contributes to ineffective marketing practices in many libraries (Alemna, 2001; Al-Bahrani 2009; Gray, 2004; Estall & Stephens, 2011; and Pathak & Jain, 2013).

The study of Chegwe and Anaehobi (2015), emphasized the need for positive perception of the marketing concept and state that professional library management in Delta State, Nigeria, holds good perception about the marketing concept. They re-emphasized that marketing can enable libraries to identify, anticipate and satisfy the needs of users, send resources and services to doorsteps of users, influence perception of users on the relevance and need to patronize the library. On the contrary, the findings of Estell and Stephens (2011) on their studies of three universities in the United Kingdom (UK) proved that academic librarians

were not clear with the marketing concept which led to misunderstanding and mistrust of the terminology. Their study found that over sixty percent of the respondents perceived the marketing concept to be useful.

The marketing concept has been perceived wrongly by many librarians. Shontz et al. (2004) surveyed six hundred and twenty-three (623) professional librarians in many public libraries in New Jersey to acquire some understanding regarding their behaviours towards the marketing concept. Their findings revealed that most of the library administrators and library professionals who offered a course in marketing or had some workshop or training in marketing have a high priority to apply the marketing concept in their respective libraries. Contrary to their finding, an earlier study by Grunenwald, et al. (1990) indicated that many professional librarians were not willing to embrace and implement the marketing concept in their libraries.The reason for their inability to adopt the marketing concept was that marketing of library resources and services was not necessary and unsuitable for libraries. Therefore, the ability to adopt the marketing concept was subject to individual discretion. Based on this, librarians who had much knowledge in marketing preferred to apply the concept in promoting their services, whiles those without such knowledge had no option than ignoring it. Besides this, they market the library resources to enhance the reputation of library.

A research was conducted by Aharony (2009) to explore the attitudes of school, academic and public librarians on marketing of library services. This research was meant to examine whether some characteristics such as extroversion, resistance to change and empowerment could influence the attitudes of the professional librarians on marketing within their libraries. One hundred and fifty-six (156) professional librarians were involved and studied by the use of questionnaires for data collection. The findings of the study revealed that a relationship

between personal characteristics such as empowerment; extroversion and resistance to change; and the attitudes of staff towards marketing were issues of concern. This finding is consistent with past research conducted by Kanaujia (2004), on the need for librarians to be mindful of the marketing concepts in order to sustain their relevant status as information providers despite the growing emergence of new technologies as well as other information providers.

Literature has indicated a positive attitude of professional librarians towards marketing with a lot of studies showing the eagerness of librarians in embracing the marketing concept in their libraries. The concern now remains on the professional librarians to seek for actual enforcement of the marketing initiatives and strategies within their libraries in order to continually remain relevant to their intended users.

2.5 Resources and services Available for Marketing

The purpose for establishing libraries in universities is to provide services that are capable of supporting academic activities such as teaching, learning and research works in these universities. Rita (2016) defined services as "*set of activities performs in the library that aims at meeting the information requirements of users*". For libraries to effectively get their products marketed, they must first think of acquiring the necessary information products that will meet information requirements of users. Tella, et al. (2009) citing Kothari point out that a time has come for libraries to give out their best services that will lead to a useful survival of programmes of instruction, open up knowledge, encourage reading conditions that gives pleasure and build curiosity of people's intellect.

Academic libraries are engaged in providing different services to different users. Aina (2004) and Popoola (2008) found the services below as most commonly used in many libraries particularly in most academic libraries:

1. Seating and study facilities: It is a responsibility of every library to provide comfortable seating places for convenient studies. This will enable users consult and use materials that are relevant in their course. Study carrels are also necessary for research purpose and must therefore be provided.

2. Provision of lending services: Lending services have been the common and essential practices in most academic libraries. The most commonly borrowed materials in most libraries are physical books and journals. Other materials such as; CD-ROM, slides, audiovisual materials, video tapes, projectors etc. are equally meant to be borrowed.

3. Loan from other libraries (Inter-library loan): This is where a library borrows a material from another library on behalf of its client. It is believed that libraries that do not have certain materials available with them at the time of request still take responsibility of acquiring them from other libraries on behalf of their users who need them.

4. Reservation service: This is where a library reserves a heavily consulted, few and rare materials to be consulted mostly within the library.

5. Provision of reference service: The diverse information needs of users call on librarians to assist them in meeting such information needs.

6. Mounting of exhibitions and displays: The intention of this is to promote the services available in libraries for use. This is where display stands or boards are being mounted to display materials meant for users.

7. Library publications: It is the responsibility of the library to publicize materials serving as guide to users. The guide direct users on the uses of the library and as well as the resources/services involved. The library publication must therefore be current and accurate.

8. User orientation: it is important to teach users on the relevance for using library resources/services since this will keep them updated on the existence of new resources/services in the library. On the contrary, the absence of knowledge on how to use the library and its services may mean a waste of time since users may be spending so much time searching for just simple information.

9. Selective information services: This is a special information service offered to patrons who requires specific information that can facilitate teaching, learning and research activities.

10. Referral service: This is a where a library re-directs users on where to locate particular information that is not available in their library. Places such as professional institutions, research centers and specialized individuals are places where users could be re-directed to seek information.

11. Translation service: This is where some publications written in different language that cannot be understood by the reader is translated to a preferred language of the reader.

12. Abstract and index services: Responsibility lies on every academic library to present publications that are serially organized. The analysis of such publications must be on continuous basis in terms of content.

13. Consultancy services. It is an essential responsibility adopted by libraries to provide a professional advisory service to users who request such services. The purpose for this service is to consult and advice users on issues pertaining their information requirements. Also, this service gives more effective information dissemination, creates a new ways of information sharing, and gives a comprehensive information need of users in and outside the library.

Academic libraries provide various forms of resources and tools which support service delivery. Some of these resources include: websites, encyclopedias, YouTube, people, books,

e-books, databases, newspapers, magazines, reports, standards, manuscripts and special collections, TV, radio, etc.

Websites have continuously become common by opening up provision of web-based services to users in many libraries (Konnur, Rajani, & Madhusudhan, 2010). According to them, it has provided additional facilities which include; the internet, offering external information services easier and more credible and also becoming economically affordable for users. They emphasized the increasing use of web-based information services in libraries. They concluded that most libraries in India and other places have developed and designed websites for preservation and used of their information assets.

According to Bhardwaj and Jain (2016) provision of website in a library is a vital tool in sharing the vision and mission of the organization. It is a tool that is capable of bringing to the notice the annual plan, new additions and new initiatives of the library. They opine that resources in the library can be distributed to users in a systematic way through building a website for the library.

In the past, libraries were seen as storehouses where information resources were dumped, now, thinks have changed, where information have been considered as an essential catalyst in the process of human development (Gamit, 2018). It was until recently when libraries were found dealing basically with paper resources. The trend has changed when libraries are now in sophisticated forms by earning itself with titles such as "Virtual Library", "Digital Library" and "Electronic Library" (Adeyinka, 2011). The use of computers and its relative devices to access and use information has become very common in this digital age. Aina (2003) indicates that the prevalence and use of electronic services depend much on computers and its relative devices. Mobile phones, desktops and laptops are the common devices where groups or individuals could rely to access electronic information resources through the use of the

internet. Tenopir (2003) states that access to electronic information depends much on the internet and this can only be done through the use of computers which are normally carried out by either individuals or groups.

According to Adeyinka (2011) the pace at which information and its materials are kept and distributed electronically is on the increasing. He states that information products such as books, journals, indexes, dictionaries etc. are now available in electronic formats for use. Information materials which are electronic can be acquired either through purchase, subscription or freely from their source. He concludes that publishers of all kind of electronic resources admit to certain standard characteristics though some electronic resources are unique as far as their usage is concerned. It is based on this that professional librarians need to always seek additional knowledge, particularly on how to administer electronic information since this has been the common form of information access globally.

2.6 Techniques and Tools used in Marketing Library Services

It is perceived by many, including some library professionals that libraries in general do not get adequate attention as it is expected compared to the past. The reason for this is attributed to abundance of information on the internet and competition from various information providers. It is also evidenced from various studies (Alemna, 2001; & Anafo, 2014) that the only solution that can make libraries get back to its previous position as major providers of academic and research information is by adopting the marketing concept. Yi, (2016) indicates that libraries of higher academic institutions are not the only places where information could be sourced by faculty and students for academic purposes. In order to maintain standards and boost patronage, libraries have to blow their own trumpet, thus, raising awareness of users on what the library has in stock. Helinsky, (2008) and Alman and Swanson (2014) assertion that

the purpose for promoting library resources and services is to create awareness of users and non-users the availability and quality of such resources and services, therefore promotional activities must be packaged to enable them to act. The Chartered Institute of Marketing (2009) also indicates that marketing techniques must be designed such that it can win users attention and must provide reasons why library services and resources should be considered the best to their competitors.

Yi (2016) categorized tools and techniques into three, namely; electronic media, events and printouts. They were identified and measured in terms of their effectiveness such as effective, more effective and most effective. They were used to promote library resources and services and that professional librarian in question used different kinds of techniques. The three tools and techniques were examined.

It was found that a high percentage that used electronic/digital techniques such as library websites and social media were found with high percentage being the most reliable technique for promotion activities in libraries. Similarly, the findings of Garoufallou *et al.* (2013) and Khan and Bhatti (2012) emphasized that the most effective promotion techniques are the library websites and social media which recorded a high percentage of digital media techniques. Library websites are digital websites that represents the library and its access portal services and products and acts as values of the library. It gives out an easy to follow guidelines to the library, keeps user questions, permit patrons to get quick access from links which is accessible and caters for all category of users (Fang, 2007).

Yi (2016) also found social media as an effective technique where information can easily be transferred, and states that the era where libraries were seen as sole places where information was sourced has passed and stressed the need for libraries to be innovative and interactive with their users and create a condition where users can come together to seek and share

information. This confirms the findings of Polger and Okamoto (2013) when they indicate that a high percentage of libraries depend on social media to link up to their clients and potential clients. Their findings conclude that social media such as Facebook, Twitter and YouTube were the common techniques used in many libraries.

With regard to the event promotion technique, Yi (2016) indicates that a high percent demonstrated the effectiveness and importance of human affection with regard to promotion of services and resources. In this regard, the use of face-to-face, training, workshops and one-on- one conversation were considered the best techniques for promotion of library services.

According to Malekani and Benard (2018) with the use of event promotion techniques, a high percent of their participants recognized the need for using face to face events, training session, brochures, posters, exhibits, leaflets and workshops. Academic libraries are moving on to internet information resources at an increasing rate. They also believe that the new ways by which information is access creates the chance for one-to-one interactions such as classroom instructions, face to face and training programmes which widens the knowledge levels of users.

The use of telephone calls, direct mailings, displays, circulars, personal contacts and meetings were found to be effective tools and techniques used in promoting services in many libraries (Nkanga, 2002). Similarly, Bhardwaj and Jain (2016) citing Dodsworth found other forms of techniques that were widely accepted in promoting library services. These techniques include; combining outreach programmes, giving out lectures, alternating library exhibits, library tours, classroom interactions, one-on-one meetings and library websites.

Adewor et al. (2016) indicate that the common promotional approaches used by many university libraries in marketing their services were flyers, library publications, posters,

websites, radio, e-mail, and social media tools such as Twitter, Facebook and blogs. They also found that the most used techniques were library publications (memos, bulletins, and newsletters), orientations and library websites. They however, concluded that the social media tools were not effectively used.

The study of (Aziz, Harun, Tan & Choy 2008; Kennedy, 2011; Kiran, 2009) found that many librarians were comfortable with the use of notice or announcements boards, library guides, information literacy sessions, library websites, posters, newsletters, brochures etc. as promotion tools in marketing their services.

Kennedy (2011) also found a total of thirty-eight (38) varied techniques for marketing and promotion of e-resources. Similarly, Vasileiou and Rowley (2011) recognized the relevance of e-books and identified some promotion tools that were used in marketing the e-books. Some of the tools identified were library websites, announcement boards, information literacy sessions, induction sessions, blogs, flyers, emails, events, OPACs, newsletters, bulletins, display screens, marketing campaigns and posters.

Goh and Liew (2009) emphasized the need for using mobile-based services in marketing library services and particularly in university libraries. The use of mobile-based services has become common among users. Technology advancement has made libraries to use library alert services. This is confirmed in the study by Anbu and Mavuso (2012) at University of Swaziland in collaboration with Emerald Group Publishing (EGP) when the need was identified to create a prototype model for SMS-based service to carryout marketing services in libraries and this was found to be effective in timely and economic delivery of information services. Similarly, Rheingold (2002) emphasized the need for using mobile phone in service promotion and states that the use of mobile services is more economical. He emphasized the

need for SMS-based services which enables quick response and easy contact with users and that modern tools and technology are versatile and SMS-based services are not too expensive and hence the need to minimize cost.

Web 2.0 is an important technology advancement which in its introduction changed the delivery and marketing techniques of information services in most libraries and more particular in academic libraries. In the last decades, several studies have pointed out the relevance of using web 2.0 tools in promotion activities in libraries. Landis (2008) emphasized the need for librarians to use social media networking tools in marketing of their services. The Social Networking Sites can also be useful to remove barriers in dissemination of information. Xia (2009) confirmed this when he states that the using the Web 2.0 tools for promotion activities can help librarians maintain a good relationship between the library and patrons.

Kiran, (2009) found that many libraries of higher academic institutions in Malaysia are weak with regards to engaging with users on digital reference services. It was found among most of the interviewees that Social Network Sites (SNSs) like the Facebook were considered the best promotion tools in carrying out marketing activities in their libraries. However, respondents gave different reasons for using SNSs in marketing their services. Some of these libraries began by way of looking up to American libraries, some used it as an alternative source of communication, some started as a process of getting in touch with users as quickly as possible, some also started to narrow the gap between librarians and users, some started as a way of reaching out to library users quickly and effectively, some wanted to get feedback from users, and some wanted to build relationships with users. She however, found that library websites were not adequately being used as a marketing tool.

Twitter has been accepted as an interaction and communication tool in many academic libraries. The study of Mamatha and Nikam (2016) confirms this when it was concluded in their study that Twitter was used as a communication tool in libraries and had been helpful in its operation. She proposed that professional librarians should be given regular updates and maintenance of library Twitter feeds to be able to attract more users. Ekart (2011) explained that using Twitter in libraries does not only mean getting feedback about library services but also get valuable information about the library users.

2.7 Skills and Competence Required in Marketing of Library Services

In respect of the technological advancements, competencies as well as skills are required by information professionals not only in giving out information to users but also to ensure the quality of that information. In this regard, librarians are expected to seek for the necessary skills and competences which will enable them carry effective marketing practices in their libraries. The Generation of today depends much on modern technology in their information seeking process and librarians have no option than to search for these skills in order to help their users.

Traditionally, libraries of higher academic institutions were engaged in performing most of their functions using physical and traditional methods. These libraries were engaged into building of library's collections, user orientations, reference services and creating user awareness, which were done without computers. With the invention of the computers and the internet, libraries attention has been shifted to modern information delivery system which relies more on ICT skills. Now, internet has become the major source of information and printouts materials such as books are now becoming the thing of the past though still remains relevant. Libraries now devotes a lot of their resources on computer and its related facilities and librarians for that matter need to acquire additional knowledge to enable them fit into this

digital era. According to Uzohue and Yaya (2016) since the introduction of the internet and other related technological development, the work of librarians has changed and influenced the service in academic libraries. He posited that knowledge competency in various areas in the library and its management is vital particularly in areas of quality information services, developing useful suggestions, increasing the performance of employee, and remain dedicated to the growth of the organization.

Kaane, (2006) emphasized the need for skills and competences for marketing information services and resources. He suggested some framework for action which when practiced may minimize the challenges of staff incompetence in marketing of information services and resources in academic libraries. Key actions he proposed include: continual learning and adaptation; which can be facilitated through workshops and seminars to acquire and sharpen ICT skills. He states further that staff should continuously get themselves used to the new technological developments and improve on their user needs assessment skills. Frequent attendance to short courses in areas such as communication and customer care will go a long way in sharpening some of these essential marketing skills. Also, he emphasized the need for teaching marketing in library schools commenting that libraries are now working in a competitive environment. Library schools must, together with the library association be at the fore front in initiating programs for continuous education.

The study of Khan and Bhatti (2016) shows the importance of knowledge in Information Communication Technology (ICT) in managing and developing digital libraries and further categorized digital knowledge in three main areas which include; developing digital libraries with digital knowledge, managing digital libraries with digital knowledge and protecting digital content by using digital competencies. The study further emphasized the need for training to be offered by Higher Education Commission (HEC, in Pakistan) library

associations, to library schools and in-house trainings on the use of internet tutorials, and also stressed the need for the trainings to be offered by people who are knowledgeable in that field.

Batool and Ameen (2010) examined IT knowledge and skills of university librarians in various areas which include computer hardware – knowledge acquisition here includes knowledge on physical parts and installation skills, troubleshooting and replacing; word services – includes knowledge in formatting, manipulating and applying various approaches to word documents; internet knowledge – implies skills in logging on, application of web addresses, application of search engines and ILS – includes skills in tracking items owned, make orders, pay bills etc. Their findings also reveal that though all the knowledge and skills are crucial in library management, high percentage of respondents gave preference to computer hardware and word processing. It is obvious from literature that knowledge in IT is highly necessary when it comes to effective and efficient library and information management. In view of this, it is expected of librarians to seek extra knowledge in IT so that they are able to manage digital and electronic marketing activities. Their study showed a major distinction from various designations towards the knowledge in the use of computers, creation folders of and files, regulation of radio channels, web-design editing, search engines and digitization of Institutional Repository materials. However, majority of the respondents attributed their inability to acquire adequate knowledge on information literacy to poverty, work overload and ineffective leadership of their superiors.

The study of Ayoku and Okafor (2015) reveal that many information professionals working in Nigerian libraries are lacking knowledge on IT and however possess relevant skills that enables them to manipulate and use word documents and access e-mail services. On the

contrary, the review of literature in that same study stressed the need for IT skills in management of academic libraries and attribute the existence of these libraries to knowledge and skills in IT. They emphasized the need for Librarians to acquire a deeper knowledge on information literacy in order to maintain the existence of their libraries.

The study of Saunders (2015) found three competent areas by which academic libraries can be managed. These include; personal, technology and general skills. Personal skills include effective listening, oral presentation, approach on people and manner to handle instructions. On the other hand, technology skill has to do with the use of computer and its relatives to access and use information. These skills include software and troubleshooting, online reference service, use of social media and websites. General skills according to her included online searches, customer care, reference service online, and reference interviews. She concluded that staff with these competencies will promote effectiveness and use of academic libraries.

Directing the user on where to locate particular information is not just enough but how to get the actual information is mostly important (Opala, 2017). The ability to question and evaluate the information resource was another crucial competence area that was mentioned by the respondents. His finding was similar with Jessy and Rao (2016) who emphasized the need for librarians to move from the old traditional library practices to the new technology system which aims at improving library services. Opala (2017) re-echoed that the need for professional competence in library management is highly recommended and of great importance is the competency to answer queries of users. He further recommended the need for management to constantly upgrade knowledge of information professionals.

For librarians to effectively promote their services, Farkas (2011) identified three levels of competence which can be used to achieve this. These competencies include the skills to manage project, ability to organize and implement innovative projects and the ability to evaluate library services.

2.8 Effective Measures for Marketing of Library Services

Once librarians adopt the marketing concept in promoting their resources and services it is left with them to think of how to effectively market these resources in order to attain a high level patronage. There is therefore the need for libraries develop a plan which should include steps that will enable them to evaluate their marketing campaigns.

Duke and Tucker (2007), stress the need for libraries develop a policy plan which when properly applied will lead to effective application of marketing practices in libraries and information centers. The policy plan has been described by them as a living document that will *"change and develop every year as an institution learns from past marketing activities, the needs and desires of users change, and services, programs and resources of the library evolve to meet those changing needs"*. There are different kinds of marketing plan as they vary in content and size, and also depend on how the library wants the plan to be. They re-emphasized the need to have various parts covered in the plan, thus, from the starting point to the main body. This will enable the marketing officer to assess progress.

Lucas (2015) is of the opinion that there cannot be an effective marketing if libraries do not have a marketing plan. He identified two forms of marketing plan. The first is the creation of user awareness to the resources and services, and the second is the need to understand the needs and expectations of users. Each user or group of users has their unique needs and preferences and librarian holds a responsibility to maintain current users, while attracting

potential users. Librarians can effectively do this if indeed they are able to set up a good marketing plan.

Dubicki (2009) indicates the need for evaluating a marketing plan and emphasized the importance for continuity. The evaluation, according to him comes in two ways, either by feedback obtained through measurable objectives or direct comments from patrons. In the case of e-resources in particular, a basic measure would be analyzing pre- and post-campaign usage statistics to be able to judge the effective use of that resources.

Fry (2014) outlined some limitations in respect of user statistics which according to him should not be the bases for assessment. He stressed the need and importance for content instead of user statistics. Similarly, Jotwani (2014) indicates that marketing should not be the only determining factor for increase and decrease of library's patronage. According to him they could be other compounding factors such as poor services which could affect library's patronage. Despite all other factors, Fry (2014) re-echoed that user statistics could only help in assessing the effectiveness of the marketing activities in the library.

Malekani and Benard (2018) contribute a significant knowledge on various techniques used by libraries to effectively market their services. He also identified practical knowledge on how to promote certain services which can be beneficial to researchers of all kinds to explore the marketing activities in academic libraries.

A paper presented by Kalpana (2010) points out her intention to make enquiries into the activities of the library profession and how effective it can be in creating user awareness and also try to put up a strategic plan for promotion of library services. She emphasized the need

to create a marketing plan for libraries and information science courses and make a regular revision of that plan.

Ekpenyong (2003) indicates that Kenneth Dike Library of the University of Ibadan has been underused and the reason attributed to this is ineffective marketing strategies being used. It was evidenced that less than 50 percent of their potential users register for library services every year.

Again, Malekani and Benard (2018) emphasized the need for librarians to use different techniques to enable them effectively market their services. They opine that academic libraries are facing great challenges which are affecting their marketing practices. Some of these challenges according to them are poor staffing, and increasing number of students admitted without expanding the library. In order to find solution to these problems, libraries are expected to consider the performance of their competitors, embark on effective promotion activities, and increase of quality of staff and services provided.

2.9 Challenges Mitigating Marketing of Library Services

Regardless of the importance and many great opportunities in accepting the marketing concept, many libraries globally have still not shown interest in embracing the marketing concept in promoting their resources and services (Kaur& Rani, 2008; Kaur, 2009; Massis, 2014). This could be attributed to certain conditions that are challenging the adoption of the marketing concept, and literature has however pointed out these conditions.

Rita (2016) identified three most worrying factors that affect marketing activities in many libraries. These factors according to him include; financial difficulties, inadequate resources to embark on marketing activities, and ineffective interactions between users and library staff.

In his opinion, the marketing concept appears strange in the views of many librarians and information professionals. Some library and information professionals still holds the view that marketing is for profit inclined organizations and see no reason for such practices in service inclined organization like the library.

In view of reluctance and lack of willingness of many information professionals in adopting the marketing concept, most libraries lack written policy document in marketing their services. Siddike, Kalam and Kiran (2015) observed that most libraries in higher academic institutions lack written policy document to guide them in their promotion activities. Similarly, the study of Baro and Ebhomeya (2013) mentioned that there were different strategies used by libraries in Nigerian higher institutions in promoting their services. That study was meant to enquire on to the acceptance and non-acceptance on conditions that affects the application of certain marketing strategies. It was found that non-responsive attitude of staff towards marketing received the highest percentage as being a major factor. Other factors such as lack of funds to carry out marketing activities, lack of facilities such as computers, lack of knowledge on what to market and inadequate marketing training for librarians were identified. On the opinion of respondents on what they thought could be other possible factors to hinder marketing activities, some of the factors they enumerated were inappropriate marketing strategy, lack of policy for marketing, lack of interest by university management on marketing library services and inadequate computers and internet bandwidth.

It is also believed that most librarians lack professional confidence in marketing their services. Lack of professional confidence is another bigger challenge that confronts marketers in marketing their services (M2 weekly.com, 2011). Generally, people involve in marketing practices including the library lacks the conviction in doing so with confidence. It states

further that librarians believe a good service to customers will call for a good reward to the business since customers may inform their friends about the quality of their services or products.

In the study of Rita (2016) three most worrying factors were identified facing most libraries in marketing their services. Factors such as lack of funds, inadequate facilities and ineffective interaction with users were identified as major challenges facing libraries in carrying out effective marketing activities.

The study of Mahesh (2002) identified some barriers to effective marketing of library services. Some of the barriers include the Carnegie's Syndrome, lack of needs assessment, lack of trained man power, lack of management support, poor quality of service, low library budget, lack of Public Relation (PR) skills and impact of Information Technology (IT) on marketing.

1. The Carnegie Syndrome; described as where majority of library patrons still expect to acquire services in the library at no cost.

2. The lack of needs assessment; libraries are more interested in increasing their collection without considering the interest of users.

3. In adequate trained and skilled personnel; Mahesh (2002) states that libraries in India lack trained marketers. The acquisition of knowledge on IT has become necessary for librarians with the introduction of the IT services in most libraries.

4. Pricing; there have not been a standard way of pricing information resources and services. International online services come with sometimes huge sums of money that cannot simply be afforded by many universities.

5. Poor quality services; Quality resources and services increases library patronage; however, there are considerable number of certain practices that libraries involve which can scare their uses. Examples of such practices may include; holding up in rendering services, unable to meet information needs of users, bad feedback to user queries etc.

6. Poor public relation skills by librarians. Librarians need to engage in the work of PR. As much as possible libraries must be able to engage a qualified PRO who can internally and externally perform such duties.

7. Impact of IT on marketing; most library facilities have been computerized facilitating access to information from distances. This has created opportunity for libraries to have direct interactions with users in and outside the library. Many potential users do not longer see the need depending on the library for information. Also, users also now have access to computers and internet and this will enable them to go global to seek for information instead of relying on the library.

Lamptey (2016) revealed that many academic libraries in Ghana particularly the private university libraries are faced with several challenges in attempting to promote their services. Some challenges according to her include lack of funds, insufficient resources such as computers, lack of marketing techniques and skill by staff, inadequate library staff, lack of time, and lack of marketing policies. In her findings that academic libraries lack funds to embark on marketing activities has been consistence with other studies. According to the findings of Okon & Umoh (2014) lack of funds had been the major problem confronted by many Nigerian university libraries in marketing their services. Also, Baro & Ebhomeya (2013) identified lack of financial support as the main factor which affects marketing in academic libraries. Similarly, Basari, Ayanderi, and Olusola (2015) points out that dwindling budget, rising cost of library materials, internet bandwidth subscription, competition among

database vendors, and complexity in information requirements were major challenges facing academic libraries in marketing their services.

Zubair, Wan and Mohammed (2017) reported that financial challenges, inadequate training on marketing activities, low internet bandwidth, and lack of policy plan on marketing were identified as major factors affecting marketing activities in libraries. Their findings conform to Chegwe & Anaehobi (2015) who found similar challenges, however, found improvement in staff knowledge and skills as the only difference.

Research has shown that ICT facilities are still a major challenge facing many academic libraries in doing effective marketing of their resources. The study of Edwor et. al (2016) confirm this when they mentioned lack of ICT facilities such as computers, printers and scanners as the key barriers to effective marketing of library services. His findings conform to Rehman and Shafique (2011) that ICT facilities are most challenging factors towards effective marketing of libraries in Pakistan.

2.10 Summary of the Literature

It has been proven from the literature that there is high need of the marketing of library services in higher academic institutions. In this regard, librarians need to ensure the availability of adequate services and resources in their libraries to facilitate this goal. Further observation from the literature indicates that the use of social media has become the common platform for which has made information sharing easy and economical. Social media creates platform which basically made people interact, get touch with each other, groups or communities and their use in libraries have been so relevant in these present days, meanwhile

literature has indicated that many libraries particularly in Africa have still not taken advantage in using the social media platforms in their libraries in promoting their services.

It can also be confirmed from the reviewed literature that the techniques and tools used in marketing library services varies from one academic library to the other. The common techniques and tools recognized by most authors were digital media, print materials and events, however, social media techniques were the most preferred techniques. The skills and competencies of librarians is highly necessary since according to the literature it is only these that will enable librarians to catch up with the current digital era.

Regardless of the benefits in marketing of library services, literature has proven that there have been so many challenges confronting academic libraries to effectively carry out the marketing activities. Some of these challenges such as inadequate funding, lack of trained and skilled manpower, increase in student population, impact on IT, lack of needs assessment etc. were those identified in the literature. To be able to deal with these challenges, libraries have to conduct user surveys to be able to better appreciate their users' needs and design appropriate services to meet these needs.

2.11 Conclusion

It is believed from several studies that the existence of libraries and particularly academic libraries depend on its ability to create awareness of its intended users on the services and resources available in the libraries. This can only be achieved when libraries accept to embrace the marketing concept and practice it. Some studies have also revealed that the value of marketing library services can no longer be ignored. Libraries therefore need to organize resources that will enable them to put up a well-structured plan that will guide them in meeting their target objective of retaining existing users as well as bringing in new users. The inability of libraries to embrace the marketing concept could be disastrous since this can

facilitate a take-over of the information industry by the commercial vendors, and to users, they may not be bordered paying for these services ones it meets their needs. This may cause users to abandon the libraries and rather patronize the commercial services which can lead to a total collapse of the libraries. There is therefore an urgent need for librarians to embark on a serious campaign that will lead to an efficient and effective marketing of libraries today to ensure their continue existence.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In the view of Kothari & Garg (2014), a methodology is a systematic way of finding a solution to a research problem under study. They also describe it as procedures used for data collection and analysis. It provides a clear account of the methods used in gathering information for a particular study. Sub-sections covered in the methodology chapter include; research design, selection of cases and selection of subjects, data collection instruments and presentation and analysis of data.

3.2 Research Design

A research design is the organization of conditions for data collection and analysis in an orderly manner that has a possible effect of bringing together importance to the purpose of the study with economy in the procedure (Kothari & Garg, 2014). It is also an outline that tells what the researcher intends to do in formulating the hypothesis and its operational implications to the point of data analysis. In other words, it is a structure from which a research is conducted.

The research design used in this study was the mixed method comprising of both qualitative and quantitative methods. It is an integration of quantitative and qualitative data to undertake a study. The mixed method is an approach which makes enquiries by using quantitative and qualitative data.

Qualitative data is open-ended without predetermined responses while quantitative data usually relies on close-ended questions which are found in questionnaires (Creswell, 2014). The idea of collecting data using interview comes from qualitative data. Creswell (2014)

indicates further that the mixed methods begin with a broad survey which enables the researcher to generalize results of the population and on qualitative, open-ended interviews were used to collect more detailed views from participants to help explain the previous quantitative survey.

One advantage of using the mixed methods is that all methods have their biases and weaknesses, and collecting data from multiple methods tends to neutralize these biases and weaknesses. It is also believed that the idea of soliciting diverse views from different types of data is an appropriate way of acquiring a proper understanding of the research problem than just relying on either quantitative or qualitative data. Despite the advantages, mixed methods pose difficulties to the researcher since it involves collecting and analyzing both qualitative and quantitative data. Collecting the two forms of data was time consuming and tiresome. The researcher however, managed this when he involved one person from each of the selected universities who assisted him especially throughout the data collection process.

The study relied on quantitative data to study the sampled students in the selected universities through questionnaires, while qualitative data was used to study professional library staff through interviews.

3.3 Selection of Cases

There exist eight Technical Universities in Ghana formally known as Polytechnics. These include Accra, Kumasi, Tamale, Ho, Takoradi, Cape Coast, Sunyani and Koforidua technical universities. Out of these, three Technical Universities which include Kumasi, Sunyani and Tamale Technical Universities were selected for the study. The selected technical universities were formerly known as Polytechnics located in Ashanti, Brong-Ahafo and Northern regions respectively. Kumasi, Sunyani and Tamale Technical Universities were previously established as Technical Institutes in the 1950s, dealing mainly with craft courses. Following

52

the enactment of the Polytechnic Law 1992, PNDC Law 321, these institutes ceased to exist in their previous form and became tertiary institutions where Higher National Diploma (HND) programmes were being pursued.

All the eight Technical Universities could have been used for the study, however, the researcher relied on the three technical universities due to resource and time constraints. Also, the three universities were selected because they were among the oldest technical tertiary institutions in Ghana. In addition, the researcher's convenience was a factor that called for the selection of these universities since the selected universities appear closer to where the researcher resides compared to the rest of the technical universities.

3.4 Selection of Subjects

3.4.1 Population

Population refers to individuals who share common characteristics from which data can be gathered and analyzed. The population involved in this study consists of students and professional library staff in the selected technical universities.

According to records from the Academic Unit of the three selected universities, during the 2018/2019 academic year, Sunyani Technical University recorded a total students' population of 4960, Kumasi recorded 9600 whiles Tamale recorded 5119. This gave a total population of students as **19679**.

Also, professional library staffs from the three selected university libraries were used. Professional library staff can be defined as individuals who acquired professional training in librarianship with at least a Master's degree in Information Studies. Information gathered from the libraries of the selected universities indicated that the total professional library staff was twenty-three (**23**).

From the above, the total population of students across the three selected technical universities was 19679, whiles professional staff was 23. This gives a total population for the study as 19702. Table 3.1 below presents the population distribution for the study.

Table: 3.1 Population Distribution

Technical University	Students	Professional Library Staff	Total Population
Kumasi Technical University	9600	12	9612
Tamale Technical University	5119	4	5123
Sunyani Technical University	4960	7	4967
Total Population	**19679**	**23**	**19702**

Source: Field Data, 2019

3.4.2 Sample Size

A sample is a selected subset of the subjects of the population under investigation. Babbie (1995) defined a sample as a subset of a population that is observed for purposes of making inferences about the nature of a whole population. Considering the huge number of the student population involved, it was irrational to study the entire population, therefore sampling of this population was required.

Using the sample size determination table by Krejcie and Morgan (1970) in table 3.2and with the total population of nineteen thousand six-hundred and seventy-nine (19679), the sample size for students stands at three hundred and seventy-seven (**377).**

Table 3.2: Sample Size with a Given Population by Krejcie and Morgan (1970)

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	373
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	**20000**	**377**
75	63	230	144	550	225	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Source: Krejcie & Morgan (1970)

Note: "N" is Population Size

   "S" is Sample Size.

In the case of the professional library staff, the researcher used all the twenty-three (**23**) professional library staff for the study and therefore, sampling of the professional library staff was not required.

In summation, three hundred and seventy-seven (**377**) as sample size for students and the twenty-three (**23**) professional library staff produced a total sample for the study as four hundred (**377+23=400).**

3.4.3 Sampling Technique

In order to have an equal representation, the researcher proportionately distributed the sample size **(377)** of students to each of the selected universities. The breakdown of the distribution can be found in Table 3.3 below:

Table: 3.3 Breakdown of Students Sampled from each University

Technical University	Population	Sample Size	Percentage (%) in sample Size
Sunyani	4960	(4960x377/19679) = 95	25
Kumasi	9600	(9600x377/19679) = 184	49
Tamale	5119	(5119x377/19679) = 98	26
Total	**19679**	**(95+184+98) = 377**	**100**

Source: Field Data, 2019

Convenient and purposive sampling methods were used for data collection. Convenient sampling simply refers to a non-probability which relies on data collection usually from members of a larger population who are available and ready to participate in the study. Considering the sample size of students (377) involved, and looking at their scatted nature on the various campuses, convenient sampling was deemed appropriate for the study.

Purposive sampling on the other hand, is a technique which relies on identification and selection of information-rich cases for most effective use of limited resources (Patton, 2007). This involves identifying and selecting individuals or groups of individuals who are knowledgeable about or experienced with a phenomenon of interest (Cresswell & Clark, 2011).

Purposive sampling was used to collect data from professional library staff who acquired professional training in library management, and hence there was the need to get an in-depth information on the marketing concept from them. The total number of professional library

staff across the three technical universities was twenty-three (23) and the researcher purposefully studied those who were available and also depended on their readiness to participate in the study.

3.5 Data Collection Instruments

These were the tools that the researcher used to gather data for the study. Data collection instruments are tools used to collect data which serves as evidence to assist in the research process. Data collection instruments such as questionnaire, interviews, observations and readings are the commonly used instruments. It is therefore important to rely on valid and reliable instruments for a study. This is affirmed by Connaway and Powell (2010) who state that the validity and reliability of any research lies on the suitability of the instruments used.

This study relied on both a questionnaire and interviews since it is a mixed method of both qualitative and quantitative methods.

The third part of the research dealt with information resources and services that are provided by the selected universities and the appropriateness of these resources and services. The appropriateness of the services was measured by using a five-point Likert scale which include; *1=Strongly Agree, 2=Agree, 3=Neither Agree/Disagree 4=Disagree and 5=Strongly Disagree.*

3.5.1 Questionnaires

Questionnaires are documents that contain questions and other forms of items which aim at soliciting information for analysis (Babbie, 2005). Questionnaires are usually designed with the intention of eliciting information which will be useful in understanding the problem understudy.

The questionnaire was prepared to reflect the objectives of this study. The data gathered by this tool provided for easy analysis since data was analyzed with SPSS software, version 21.

Questionnaire was chosen to save time and cost because of the large number and scattered nature of students involved. It must also be noted that when questionnaires are well administered to a properly drawn sample of a large population, it may provide a better picture of the general behavior of the population under study, hence the need to use questionnaire.

The questionnaire was used to obtain opinion of students on marketing of library resources and services in libraries of the selected Technical Universities. The questions were numbered from 1 to 13 which were divided into sections. Section A covers the introduction, the purpose of the research, the commitment by the researcher to respect the confidentiality of all information provided and the bio-data of respondents such as gender, educational level and name of Technical University. However, names of respondents were not required since this was deemed unnecessary and also to assure respondents of the confidentiality that the researcher pledged for. Sections B, C, D and F capture the real test for students which provided Likert Scale questions which reflected the objectives of the study. The information contained in the questionnaire was meant to;

1. Examine the knowledge of students on the need for marketing of services and resources in their libraries

2. Find out from students the resources and services available in their university libraries for marketing

3. Examine the skills and competencies required of librarians in marketing of library and information services

4. Enquire on the effectiveness of the tools and techniques being used by their libraries in marketing their services

5. Find out whether students are satisfied with the promotion tools and techniques being used by their libraries for marketing

Open-ended and close-ended questions as well as multiple choice questions were administered. Whiles close-ended questions were answered in a fixed alternative answers, the open-ended questions received a detailed response.

3.5.2 Interviews

An interview is a data collection process where questions are being asked by an interviewer in order to elicit answers from respondents which serve as useful information to the interviewer who undertakes a study. According to Babbie (2005), interviews are either conducted on a face-to-face encounter or by telephone. There were some issues that could not be directly observed and that was why the researcher conducted the interview to enable him gain more insight into those issues.

Personal interview has been noted as one of the best useful tools for survey. Some researchers consider the personal interview as superior to questionnaire and in particularly where the questionnaire has to be mailed to respondents.

In the case of this study one interview schedule was prepared for all professional library staff including the University Librarian. These people were selected because they have acquired professional training in librarianship and hence knowledgeable in marketing of library services. While the librarians see to the strategic planning and administration of the library, there are other professional library staff who work directly under him/her and see into day to day administration of the library.

Structured interview schedule was used for this study. The questions were open-ended because the researcher determined the form and order of the interview in advance yet respondents were expected to answer the same questions by their own ways. This was used

59

because it was anticipated that this could help increase the compatibility of responses, reduce biases and inconsistencies and in addition to getting more and useful answers as a result of the experience and expertise of the respondents even on certain issues that the researcher did not ask questions on.

The following objectives were achieved with the use of the interview schedule:

1. Need for marketing of library services and resources in libraries of the selected Technical Universities

2. Resources and services available in the selected libraries for marketing.

3. Techniques and tools being used by the selected libraries in marketing their services

4. Skills and competencies required of librarians in marketing library services

5. Challenges facing libraries of the selected Technical Universities in marketing their services.

Regardless the relevance of the interviews, some challenges were encountered. They were a lot of interruptions from students who were unaware of any interview going on in the library. Also, some of the staff who were on leave at the time of the interviews had to be contacted on their mobile phones. Regardless of the cost involved in the phone conversation, poor network services were more often than not experienced. These challenges were properly managed by the researcher due to his professional experience.

3.5.3 Pre-Testing of the Instruments

In order to have a reliable and valid instruments, the researcher pretested the instruments used to determine their reliability and validity. The pretesting was done to enable the researcher fix out errors that could likely be occurred during administration and analysis. The test of the

questionnaire was conducted at the Ho Technical University. Mugenda and Mugenda (1999) indicate that the sample size ranging from 1 percent to 10 percent is acceptable for pre-test. The researcher used 18 students representing 3 percent of the sample size. After pretesting the questionnaire, the researcher used the Cronbach's Alpha coefficient to determine the reliability of it. This was established by using SPSS software (version 21). It was found that the reliability coefficient for the questionnaire used was 0.80. Mugenda and Mugenda (1999) re-echoed that any alpha coefficient value of 0.70 and above is acceptable and more particularly in a social science research. Similarly, Fraenkel and Wallen (2006) consider 0.70 as reliable coefficient for data collection instruments. With a reliability coefficient value of 0.80, the researcher can admit that the questionnaire used was reliable.

In the case of the interviews, the researcher conducted a pilot interview with two (2) professional library staff at the Nyankpala Campus Library of the University for Development Studies to determine the effectiveness of the recording devices and the interview schedule. The researcher then revised the instrument and corrected all errors found in it.

3.5.4 Data Collection Procedure

The questionnaire was distributed in two stages. In the first stage the researcher travelled to each of the university libraries where questionnaire was distributed. The next travel which was the second stage took three weeks when the researcher at this time went and collected the questionnaire. The researcher could not personally administer the questionnaire himself due to time constraints. In view of this, one staff from each of the universities was identified and questionnaire was entrusted into his care for administration. Since the focus of the study was on students, copies of the questionnaire were placed at the reference desk of the selected libraries so that any student who came into the library was considered and requested to fill the

questionnaire. Also, some lecturers were contacted by the researcher during lectures and pleaded with them to allow their students to fill the questionnaire. In some situations, permission was granted and however denied in certain circumstance.

All interviews were conducted in the selected libraries at the respondents' desks during break time and at their convenience. Before the commencement of each encounter the researcher thanked participants for their willingness and cooperation to be a part of the study, still remind them of the confidentiality of all information given and also sought their consent to record the interview. Each interview lasted 25 to 30 minutes. While some of the respondents gave short responses, others made it so lengthy. The questions were based on the following themes:

1. Professional qualification of Staff

2. Training and staff development in marketing

3. The need for marketing of library services

4. Resources and services available for marketing

5. Techniques and Tools used in marketing

6. Effectiveness of marketing in the selected libraries

7. Challenges of marketing library services

Recorded version of the interviews was transcribed. Through listening to the audio-recorded version of the interviews, the researcher typed out the feedback of the respondents. Numbers ranging from 1 – 23 were assigned to each participant. This was done to enable easy transcription and records of the data for easy analysis. Each number was denoted with the name of the Technical University the participant belonged to. For example, respondents at

Tamale Technical University were numbered as Tamale [1], Tamale [2]…, Kumasi Technical as Kumasi [1], Kumasi [2]…, and Sunyani Technical as Sunyani [1], Sunyani [2]…, etc.

Despite the assurances given to respondents, some were quite reluctant to talk freely for varied reasons.

3.6 Data Analyses

Data analysis is defined by Creswell (2009) as the steps involved in the presentation, analysis and interpretation of results. Creswell (2009) further states that it is appropriate to make a report on response and non-response rate. It is also necessary to indicate the percentages and discuss the impact of the response rate. In this regard, the researcher has factored all these into the data analysis.

Data obtained through copies of the questionnaire was first numbered and sorted out. This then led to the quality control process. The quality control edited the responses to confirm accuracy. The responses were coded and close variables were fixed out which made analysis easy. For example, responses in the Likert Scale were numbered alphabetically such as 1=Strongly Agree – 4 = Strongly Disagree. Statistical Package for Social Sciences (SPSS), software designed for purposes of analysis, was used and analyzed the data obtained.

Responses acquired through interviews were transcribed and analyzed. This was done by using the numbers and codes that were assigned to respondents. This made the researcher analyzed and reported the data quickly and easily. At the end, only relevant results in line with the research objectives were reported.

The researcher also relied on logical reasoning through the literature review and personal observation to accept or reject some of the results acquired.

Tables and pie-charts were used as supporting illustrations for interpretation of data acquired from the field. The findings from this study were presented on the following themes: The

need for marketing concept in academic libraries, resources and services available in academic libraries for marketing, techniques in marketing library services, skills and competence required of librarians in marketing library services, and challenges confronted by libraries in marketing their resources and services.

3.7 Ethical Considerations

The privacy of respondents is in the hands of the researcher who holds the responsibility of safeguarding this privacy. Creswell (2008) emphasized the need for researchers to safeguard the privacy of respondents, build up a trust with them and also advance truth and honesty of the study.

The University of Ghana, Legon has a comprehensive policy document on research ethics which her students adhere to. The study adhered to all the approved principles of ethics of the University of Ghana. Written approval was sought from the management of the three Technical Universities before the researcher proceeded to the data collection. The researcher also collected an introductory letter from the Department of Information Studies introducing him to participants about the purpose of the proposed study and also to obtain their permission. The researcher was also introduced to the professional library staffs of the selected universities. The purpose of the research was explained to participants for their understanding and this facilitated the entire process. The participants were assured of confidentiality and that no information was going to be exposed to the general public. Participants were asked to withdraw or decline answering certain specific questions if they did not feel comfortable doing so without any questions. To avoid plagiarism, falsification or fabrication the researcher duly acknowledged all sources that were used in the study by providing appropriate, complete and adequate references.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

Data analysis is perceived as a core step in every research conducted. The main purpose of this chapter is to analyze the data collected from both the interviews and the questionnaire. The results from the interviews were presented separately from that of the questionnaire. Data obtained from the questionnaire was analyzed using the SPSS software while data obtained through the interviews were analyzed using qualitative approaches. Also, tables and pie charts were used to support the interpretation of data obtained. Findings of the study were presented on the following themes: The need for marketing in academic libraries, resources and services available in academic libraries for marketing, techniques and tools used in marketing library services, skills and competencies required of information professionals for marketing, effective measures for marketing activities and the challenges militating against marketing of library services/resources.

4.2 Background Information

The main participants for the study consisted of students and professional library staff of the selected technical universities. While the students were studied with the use of questionnaire, the professional library staff were interviewed through an interview schedule.

4.2.1 Response Rate

The number of questionnaire administered to students in all the three universities were three hundred and seventy-seven (377). Out of these, usable questionnaire were 284 representing 75% of the total questionnaire and the remaining 93 representing 25% were either not returned or not properly filled. Below in table 4.1 is the response rate of students.

Table 4.1: Response Rate of Students

Name of Technical University	Number of Questionnaire Administered	Usable Questionnaire Returned	Percentage (%)
Kumasi	184	125	44
Tamale	98	85	30
Sunyani	95	74	26
Total	**377**	**284**	**75**

Source: Field Data, 2019

In the case of the interviews, twenty-three (23) professional library staff were expected to be interviewed. However, 20 of them representing87% of the staff were interviewed, and 3 representing 13% of the staff were not interviewed due to their busy schedules. The table 4.2 below represents the response rate of professional library staff.

Table 4.2: Response Rate of Professional Library Staff

Name of Technical University	Expected Number Staff to be Interviewed	Number of Staff Interviewed	Percentage (%)
Kumasi Technical University	12	10	43.47
Tamale Technical University	4	4	17.39
Sunyani Technical University	7	6	26.08
Total	**23**	**20**	**87**

Source: Field Data, 2019

Table 4.3: Distribution of Professional Library Staff Interviewed by Gender.

Name of University	Total No. of Staff Interviewed	Number of Male	Number of Female
Kumasi Technical University	10	6	4
Sunyani Technical University	6	3	3
Tamale Technical University	4	4	-
Total	20	13 (65%)	7 (35%)

Source: Field Data, 2019

Out of 20 professional library staff interviewed 13(65%) were males whiles 7(35%) were females, and out of the seven female staff, four are from Kumasi Technical University while the remaining three are from Sunyani Technical University. Tamale Technical University did not have any female professional library staff. The pie-chart below shows a representation of male: female ratio of professional librarians used for the study.
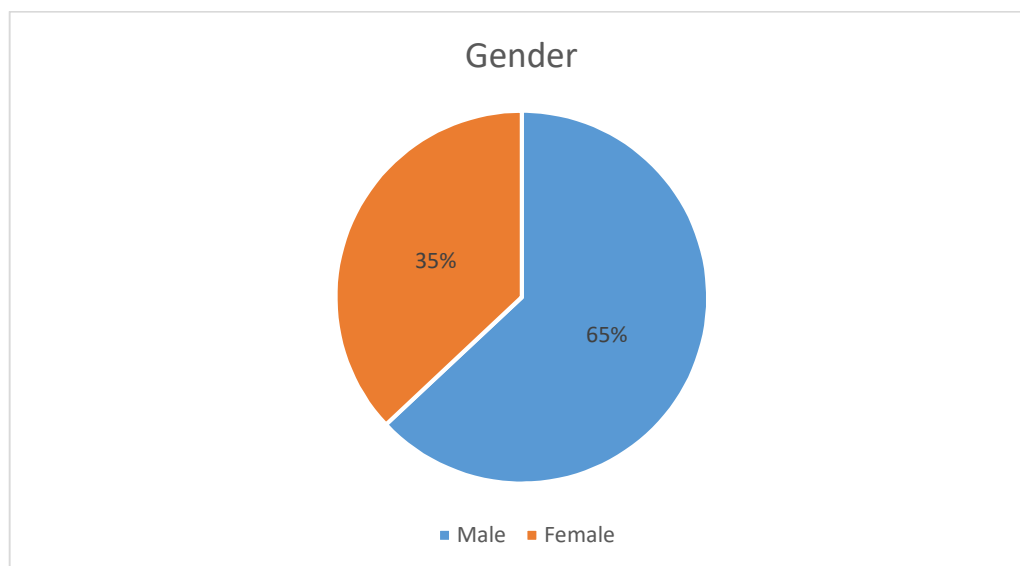
Source: Field Data, 2019

Figure 4.1: Distribution of Respondents by Gender (Professional Library Staff)

With regards to the experience of the professional librarians, it was found that all the 20 respondents had more than three (3) years working experience in their libraries. It is

interesting to note that all the head librarians in these universities were more experienced as each of them had been in the library profession for more than 10 years. It was further found that all the twenty (20) staff interviewed were professional librarians either with MPhil or MA in Information Studies.

Qualitative Analysis

4.3 Need for Marketing of Library Services

The researcher sought to find out from respondents if there was need for the adoption of the marketing concept in their libraries. This was unanimously agreed by all the professional librarians. On a follow-up question – why they thought the adoption was necessary in their libraries, all respondents gave one or two reasons why they thought marketing was necessary in promoting the use of their services. While the majority of the respondents considered enlightening users on the relevance for using the library, others considered increasing number of usage as the most pressing need for marketing in academic libraries. Other responses such as; achieving high level of customer satisfaction, making users acquire skills in information seeking, identifying users' information needs, competing well with private information providers, attracting interest of donor agencies for financial assistance and improving the relationship between the library staff and users were identified.

Some responses were captured from respondents;

*…marketing is very important to us as librarians … it makes us achieve our mission and objectives as information providers especially where the marketing practices yields a positive result (**Tamale 2**)*

*…there is every need for us as librarians to market our resources…marketing our resources will enlighten our users on the relevance of using the library services (**Kumasi 3**)*

*…many of our supposed users are not aware of what we have in stock…marketing our services will create their awareness on what we have (**Sunyani 5***)*

*…our services are currently being performed by private information providers…this has created a lot of competition in the information industry and if we don't take the marketing concept serious in our libraries, they will soon be taken over by the private information providers (**Kumasi 6***)*

4.3.1 Benefits for Marketing of Library Services

The researcher enquired from the professional librarians what they thought could be the benefits for marketing of library services. The major benefits mentioned among majority of the respondents were to attract more funding for academic libraries and win competition from private information providers. Other benefits such as; make libraries and the library profession relevant, get accreditation, and continue existence of academic libraries were equally considered relevant. Below were some of their responses;

*…when the library is properly marketed and patronized as expected it will lead to financial assistance from donor agencies (**Tamale 3***)*

*…the patronage of our services has reduced drastically…this is due to invasion of several private information providers…marketing our services will lead to healthy competition of our libraries (**Kumasi 2***)*

*…proper marketing of our services will make the library and the library profession relevant to our universities (**Tamale 4***)*

In addition, the researcher sought to find out if marketing activities in their libraries had assisted in promoting the use of their services. Some of the respondents particularly from Tamale Technical University were realistic and admitted that they were not practicing any serious marketing of their services. Other respondents from Kumasi and Sunyani Technical

universities could not also measure this since their libraries were not taking any user statistics to confirm that, however the majority of them through their own observation admitted that the marketing practices in their libraries had positively made a change in their user-base. A few responses were noted;

*…we do not take statistics of our users…but I can tell you with confidence and per my observation that since we started using the 'display of new arrivals' technique, our users have always been eager to use those materials…and when they are satisfied with them they inform their friends and we always see new faces in this library making request of those materials (**Sunyani 2**)*

*…we do not practice any serious marketing here… but I can tell you that anytime we acquire new books and display them as 'new arrivals' we get a lot of new faces coming into the library and make enquiries about them (**Tamale 3**).*

4.4 Services Available in the Selected Libraries for Marketing

The aim of this objective was to find out the services/resources available in the selected libraries and establish a relationship between marketing and adequate service/resource provision. The researcher enquired from the professional library staff on the services/resources available in their libraries for marketing and find out whether the services provided by these libraries were adequate enough to meet the information needs of users. It was found that all the three universities under study performed the traditional functions such as lending services, reference services, printing and photocopying services and user assistant services. It was further revealed that internet and e-mail services were found in Kumasi and Sunyani Technical universities and not in Tamale Technical University.

On a follow-up question, the researcher sought to find out if there was any need for marketing since it was obvious from their responses above that these universities were not

having adequate services/resources. The responses from the majority of the respondents were that marketing was needed even when services/resources were not adequately provided. They were however, of the opinion that lack of resources/services would still affect marketing practices since the interest of users was more on resources/services provided than just the practice of marketing. On the other hand, some of the respondents were of the opinion that when resources were adequately provided and users were not aware of their existence they would still be kept unused and thus creating waste of resources. It was therefore unanimously agreed that both 'marketing' and 'resource provision' moves hand-in-hand since the absence of one would affect the performance of the other. Below were some responses;

*…provision of resources is as important as marketing them…when libraries fail to provide the necessary resources/services, no matter the marketing strategies put in place, potential users will still not use the library as expected (**Kumasi 4**)*

*…marketing an empty library will scare users after their first visit to the library…when services/resources are adequately provided and marketed there is a high tendency of maintaining and winning new users (**Sunyani 1**)*

*…when resources/services are available in our libraries and not adequately marketed…their existence will be meaningless since users will not be informed of their existence (**Kumasi 6**)*

*…I think that libraries need to provide the necessary resources/services before adopting the marketing concept …it is our responsibility to always add more to our collection and this alone, for me, is one aspect of promoting the use of our services (**Tamale 3**)*

4.5 Techniques and Tools Used by the Selected Libraries for Marketing

The study sought to find out from respondents the techniques/tools they used in creating awareness of their users on the services/resources available in their libraries. It was unanimously found that the major techniques used by the selected libraries were thein-

coming students' orientation, one-on-one discussion with users, and attractive dressing by library staff. Regrettably, the following techniques were not used; sending out brochures or flyers, sending of personal letters to users, provision of suggestion box, using of library web pages and organizing library week.

The researcher further asked if the selected libraries were using social media tools in marketing their services. The results revealed that out of the three Technical Universities, only Kumasi Technical University used WhatsApp platform to interact with users about their services. However, Tamale and Sunyani Technical Universities were not using any of the social media tools in their libraries for marketing.

On a follow up question, the researcher wanted to know whether the techniques and tools used by the selected libraries were effective enough to increase user-base in their libraries. Majority of the respondents were of the opinion that the techniques and tools used by their libraries were not effective enough and therefore could not convince their intended users to patronize their services. On the contrary, the remaining few of them agreed that the techniques and tools being used by their libraries were effective however, not effective enough since according to them they were still seeing some lapses in the use of their services. Some responses were captured;

*…considering the response we are getting, I can say that the techniques/tools we are using are not effective enough to convince our intended users to patronize our services…we need to do more (**Tamale 2**)*

*…regardless of the effort we are putting across, we are not seeing our services being patronized as expected…I think we may have to do more (**Kumasi 4**)*

*…not effective at all…you will be surprise to see students come into the library and repeatedly asked one question at all times (**Sunyani 3**)*

4.6 Skills and Competencies Required of Librarians in Marketing Library Services

The aim of this objective was to find out from the professional librarians the skills and competencies required of an information professional for marketing of library services/resources. The findings revealed that the majority of the respondents mentioned the ability to evaluate information resources/services as the major skills required of information professional to effectively market library services. Also, a good number from the 20 professional librarians mentioned ability to answer users' queries and Public Relation (PR) skills as competencies and skills respectively required in marketing of library services. Furthermore, Information Technology (IT)skills and good communication skills were equally considered important as knowledge required of information professionals in marketing of library services. Some responses were captured:

*…the value for information is more critical…I think librarians need to develop skills that they can use to properly evaluate information resources/services before marketing such information (**Sunyani 3**)*

*…as professionals, we need to equip ourselves with the competence of answering users' queries…failure to answer these queries will automatically affect marketing activities in our libraries (**Kumasi 7**)*

*…we need a public relation skill to be able to properly link up to our patrons (**Tamale 3**)*

*…as professional librarians, we must be able to communicate very well to our users…good communication is a requirement for marketing in every business and service organizations (**Tamale 1**)*

*…I think we need Information Technology (IT) skills to effectively market our resources…information from the internet has been considered more relevant especially through social media (**Kumasi 5**)*

4.7 Effective Measures for Marketing of Library Services

The aim of this objective was to find out from the professional librarians the measures they thought they could put in place to effectively market the services/resources in their libraries. All the respondents were with the belief that organizing seminars, trainings and workshops in marketing were the best measures to effectively deal with marketing activities in their libraries. Also, the majority of them mentioned willingness and interest of librarians to practice marketing as the next effective measure in promoting their services. It was further revealed that quite a good number of them believed in the use of marketing policies and provision of adequate facilities as best known strategies for effective marketing. Below were some of their responses;

*…for us to effectively market our services…we need to have marketing policies in our libraries …this can guide us in our marketing activities **(Tamale 4)***

*…organizing seminars, workshops and trainings on marketing will help us to effectively market the services that we have **(Sunyani 2)***

*...librarians and library management need to develop the willingness and interest in marketing…once they embrace the concept, we have no option than to pursue their agenda…I think this can lead to effective marketing of our services **(Sunyani 6)***

*…we need adequate facilities such as computers, internet and as well funds to effectively run our marketing activities **(Kumasi 9)***

As to whether their libraries had effected these measures to effectively market their services, this was denied by all the staff in the selected libraries. They had no specific policy documents in marketing to guide them in their marketing activities. Also, the majority of the respondents, particularly staff from Tamale and Sunyani Technical Universities were emphatic that they had never had any organized training, seminar or workshop specifically on

marketing, however, responses from the staff of Kumasi Technical University library indicated that they have had one or two training session on marketing of library services.

4.8 Challenges Facing the Selected Libraries in Marketing their Services

The intention here was to find out whether the selected libraries had been facing some challenges in marketing their services. It was unanimously agreed by the twenty professional librarians that they were being challenged by certain factors in their attempt to market their services/resources. The challenges mentioned were; inadequate facilities for marketing, financial constraints, lack of interest and willingness of librarians to practice marketing, lack of marketing policies and inadequate staff and staff incompetence in marketing of library services. Below were some interesting responses;

…inadequate staff and skills/competencies of staff have always been my worry…we do not have enough staff as well as the skills required of the existing staff to practice any effective marketing…all our efforts to do this have always been knocked down by our staff strength ***(Sunyani 3)***

…I am almost at retirement and shall be leaving soon…we are currently four here as professional librarians and when I leave the staff strength will reduce to three…how can we get staff for this ***(Tamale 2)***

…we are considering the size of our library…and we run shift…certain times we overwork ourselves ***(Kumasi 7)***

…as we discuss now our library doesn't have a policy document guiding our practices in marketing…no marketing policy! ***(Sunyani 3)***

Respondents were asked to identify some of the perceived causes of these challenges. The major causes identified were inadequate facilities for marketing and inadequate funds to carryout marketing activities. Some responses were captured as follows:

…lack of computers and the internet have been a challenge…this has affected our effort in trying to go online for our marketing activities…look at the few computers standing over there… they are not even connected to the internet (Tamale 1)

…we are not prepared ourselves as information professionals to embrace the marketing concept in our libraries…though we are aware of the relevance of the concept, we pretend to practice it (Kumasi 5)

…our leaders are aware of what the marketing concept can do…but the willingness to practice, is not there (Tamale 2)

…I hardly hear the library management talk about marketing the resources/services in this library…but I heard them complained of reduced patronage (Sunyani 4)

With regards to financial constraints, the following responses were captured;

…the budget for our libraries is not enough and it will be difficult to leave other important areas at the expense of marketing (Kumasi 7)

…money is the biggest obstacle for effective marketing in our libraries...the central government doesn't support academic libraries as independent entities...and this is affecting us financially (Tamale 1)

Quantitative Analysis (Students' Perspective)

Table 4.4: Distribution of Student Respondents by Gender

Name of University	Usable Questionnaire Returned	Number of Male	Number of Female
Kumasi	125	76	49
Sunyani	74	51	23
Tamale	85	53	32
Total	**284**	**180 (63%)**	**104 (37%)**

Source: Field Data, 2019

Out of the total number of (284) students who answered the questionnaire, 180 (63%) were males whiles104 (37%) were females. Below is a pie chart representing the male and female ratio of students who answered the questionnaire;
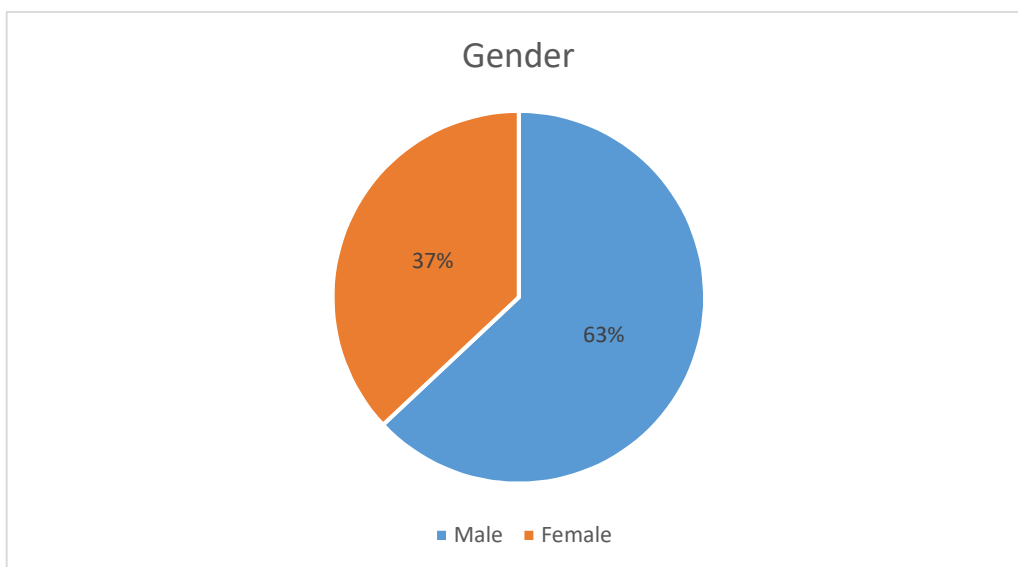
Source: Field Data, 2019

Figure 4.2: Distribution of Respondents by Gender (Students)

4.9 Year/Level of Student Respondents

It was found that the majority of 123 (43%) of the respondents were in first year, 87 (31%) were in second year, 48 (17%) were in third year whiles 27 (9%) were in forth or final year. The pie-chart below represents the year/level of students who responded to the questionnaire.

Year/Level of Respodents

Level 100   Level 200   Level 300   Level 400
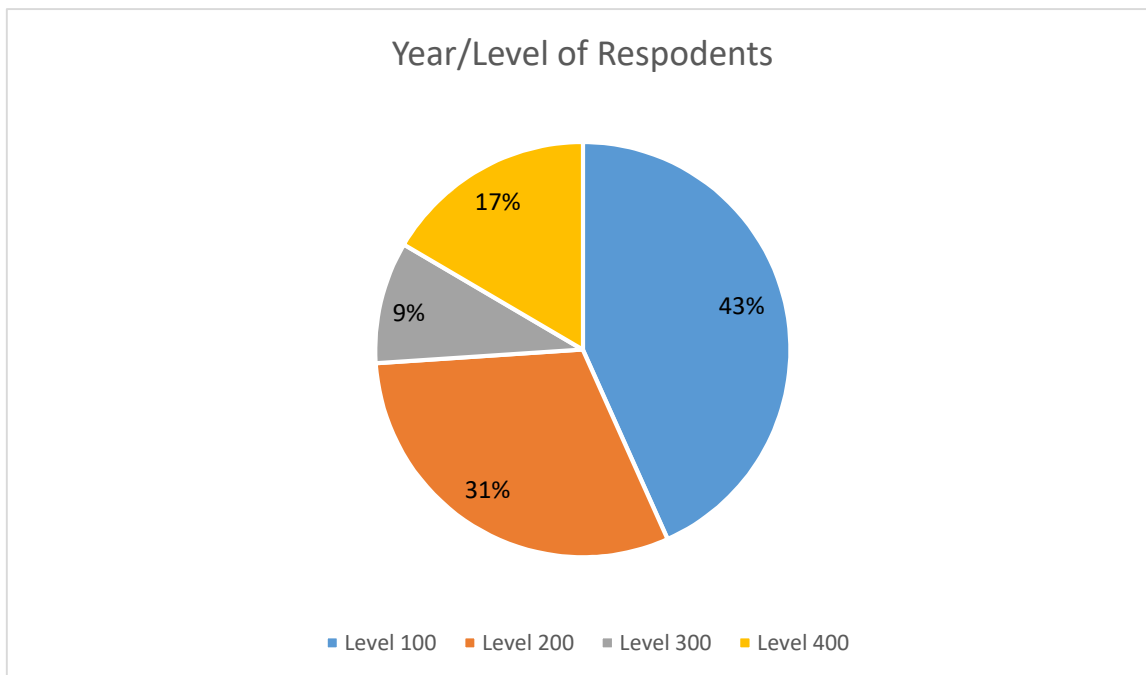
Source: Field Data, 2019

Figure 4.3: Year/Level of respondents (Students)

The researcher further enquired from the respondents if they had ever used the services in their libraries. Out of 284 students who responded to the questionnaire, 263 (93%) agreed to have used the services/resources in their libraries, while 21 (7%) said they had never patronized any of the services/resources in their libraries. In addition, 217 (82%) of those who agreed to be patronizing the resources were not regular users of the library, while the remaining 46 (18%) were regular users. Those who were regular users used their libraries either five times or more in a week, however, non-regular users used the libraries two times in a week, once or twice in a week, and not at all in a full semester. The table below represents the various categories of users;

Table 4.5: Category of Users

Category of Users	Number of Respondents	Percentage (%)
4 – 5 times or more in a week	48	18%
2 times in a week	91	35%
1 – 2 times in a week	106	40%
Once or not at all in a semester	18	7%

Source: Field Data, 2019

4.10 Need for Marketing of Library Services

The main objective here was to find out from students why they think librarians in their universities should create the awareness to the services/resources in the libraries. A Likert scale questions adopted by Shontz, Parker & Parker (2004) ranging from 1 – 5, where 1= Strongly Agree (SA), 2 = Agree (D), 3 = Neutral (N), 4 = Disagree (D) and 5 = Strongly Disagree (SD) was meant to ascertain their levels of agreement or disagreement with regard to the need for marketing of services/resources in their libraries. A midpoint mean value of 2.5 and above was considered as accepted and represented in a decision as 'A' while the value of less than 2.5 was considered as rejected and represented as 'R'.

Table 4.6: Need for Marketing in Academic Libraries

Need for Marketing	Strongly Agree (SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree (SD)	Mean	Decision
To attain higher level of customer satisfaction	120 (42%)	154 (54%)	7 (3%)	-	3 (1%)	4.4	A
To create users awareness on the services available in the library	176(62%)	100 (35%)	4 (1.4%)	4 (1.4%)	-	4.6	A
To identify the actual information needs of users	177 (62%)	103 (36%)	2 (0.7%)	1 (0.4%)	1 (0.4%)	4.5	A
To improve on interpersonal relationship with users	159 (56%)	111 (39%)	9 (3%)	4 (1.4%)	1 (0.4%)	4.4	A
To survive in an increasing competitive environment	168 (59%)	108 (38%)	5 (2%)	3 (1.1%)	-	4.5	A
Libraries does not need marketing since users are aware of the services provided	14 (5%)	14 (5%)	26 (9.2%)	143 (50.4%)	87 (31%)	2.0	R

Source: Field Data, 2019
Where A = Accepted
R = Rejected

From table: 4.6, it can be found that all the items except the sixth item were accepted and represented in the decision as A. The sixth item appears to be a negative statement which is negatively rejected, however still remains valid since the students appear to have understood the item.

4.11 Services Available in Selected Libraries for Marketing

The main purpose of this objective was to ascertain from students their level of awareness of the services/resources provided by their libraries. Many services were provided for them to indicate by selecting which of them were *available* or *not available* in their libraries.

Table 4.7: Services Available for marketing

Services	Available	Percentage (%) Available	Not Available	Percentage (%) Not Available	Decision
Sit and study services	236	83%	48	17%	A
Lending Service	166	58%	118	42%	A
Inter Library Loan	77	27%	207	73%	R
Document delivery service	17	6%	267	94%	R
Reservation Services	59	21%	225	79%	R
Translation Service	47	17%	237	83%	R
Printing and Photocopying	202	71%	82	29%	A
Reference Service	222	78%	62	22%	A
Library publication	43	15%	241	85%	R
User Education	60	21%	224	79%	R
Selective Dissemination of Information	52	18%	232	82%	R
Awareness Services	55	19%	229	81%	R
Online Information Service	157	55%	127	45%	A
Referral Service	18	6%	266	94%	R

Source: Field Data, 2019

From table 4.7, services with 50% and above were considered available with a decision of 'A' while those below 50% were considered not available with a decision of 'R'. It is obvious from Table 4.7that sitting and studying services of 83% was considered the most common

81

services across the three selected Technical Universities. Other services considered available were; printing and photocopying services 71%, lending service 58%, reference service 78% and online information services 55%. However, services such as inter-library loans, document delivery service, reservation service, translation service, library publication, user education, selective dissemination of information, awareness service and referral service were considered not available.

4.12 Skills and Competencies Required for Marketing of Library Services

This section was meant to address the research objective four on the skills and competencies required of information professionals in marketing of library services/resources.

Table 4.8: Skills and Competencies Required for Marketing Library Services

Skills/Competencies	Strongly Agree (SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree (SD)	Mean	Decision
Good Communication skills	107 (37.7%)	167 (58.8%)	1 (.4%)	7 (2.5%)	2 (0.7%)	4.3	A
Potentials to Assist students to conduct research	167 (59%)	88 (31%)	-	25 (9%)	4 (1%)	4.3	A
Ability to question and evaluate information resources	154 (54%)	117 (41%)	1 (.4%)	8 (3%)	4 (1.4%)	4.4	A
Ability to answer users queries	179 (63%)	98 (34%)	-	5 (2%)	2 (0.7%)	4.5	A
Ability to sell information resources	116 (41%)	80 (28%)	2 (0.7%)	75 (26%)	11 (4%)	3.7	A
Digital Information skills (IT skills)	99 (35%)	64 (22%)	5 (2%)	93 (33%)	23 (8%)	3.4	A

Source: Field Data, 2019

As found in the table 4.8, the skills and competencies listed were accepted by the respondents. It was perceived that the ability to answer user's queries is the major competencies required of librarians in marketing of library services and this was represented with a higher mean score of 4.5, followed by ability to question and evaluate information resources with 4.4 mean score. Good communication skills and potentials to assist students to conduct research were also considered important with a similar mean of 4.3. Others were the ability to sell information resources and digital information skills which captured a mean score of 3.7 and 3.4 respectively.

Table 4.9: Effective Measures for Marketing of Library Services

Effective Measures	Strongly Agree (SA)	Agree (A)	Neutral (N)	Disagree (D)	Strongly Disagree (SD)	Mean	Decision
Organizing training, seminars and workshops on marketing	129 (45%)	116 (41%)	17 (6%)	21 (7.4%)	1 (0.4%)	4.2	A
Marketing should be factored into the curriculum in library schools	112 (39%)	86 (30%)	30 (11%)	46 (16%)	10 (4%)	3.8	A
Libraries must be financed well for marketing activities	157 (55%)	98 (35%)	11 (4%)	16 (6%)	2 (.7%)	4.3	A
Libraries must develop marketing policies	109 (38%)	58 (20%)	63 (22%)	53 (19%)	1 (.4%)	3.7	A
Librarians must be willing and dedicated to the marketing concept	124 (44%)	78 (28%)	49 (17%)	32 (11%)	1 (.4%)	4.0	A
Marketing units must be created in libraries for users enquiries	118 (42%)	58 (20%)	87 (31%)	18 (6%)	3 (1%)	3.9	A

Source: Field Data, 2019

From the table 4.9, financial assistance was perceived as the highest mean score of 4.3 and followed by organizing training, seminar and workshops with a mean value of 4.2. Other measures such as willingness and dedication by librarians to accept the marketing concept 4.0, creation of marketing units for users' enquiries 3.9, including marketing into the

curriculum of library schools 3.8 and developing marketing policies in libraries 3.7 were considered important measures to effective marketing in academic libraries.

Table 4.10: Techniques and Tools used for Marketing

Techniques and Tools	Available	Percentage (%) Available	Not Available	Percentage (%) Not Available	Decision
Incoming student's orientation	249	88%	35	12%	A
Display of New Arrivals	153	54%	131	46%	A
Use of leaflets and Posters	52	18%	232	82%	R
Sending out brochures and flyers	39	14%	245	86%	R
Organizing user Education	19	7%	265	93	R
Library web pages	168	59%	116	41%	A
Interpersonal Relationship between staff and users	148	52%	136	48%	A
Sending personal letters to users through e-mail	36	13%	248	87%	R
One on one discussion with users	192	68%	92	32%	A
Provision of suggestion boxes	33	12%	251	88%	R
Attractive dressing by staff	162	57%	122	43%	A
Organizing library week	15	5%	269	95%	R

Source: Field Data, 2019

From table 4.10 incoming students' orientation was the most common technique used by the selected Technical Universities representing 88% of the respondents. Other techniques considered available were display of new arrivals 54%, library web pages 59%, interpersonal relationship between staff and users 52%, one- on- one discussion with users 68% and attractive dressing by library staff 57%. On the other hand, some techniques such as; use of

leaflets and posters 82%, sending out brochures and flyers 86%, Organizing user education 93%, Sending out personal letters 87%, provision of suggestion boxes 88% and organizing library week 95% were considered not available.

The researcher further asked students if their libraries were using any of the social media platforms to advertise their services/resources. The majority of 92% of them answered 'No' and the remaining 8% answered 'Yes'. The 8% who answered 'Yes' were from Kumasi Technical University, and only mentioned WhatsApp as the only social media tool used.

The students were asked to indicate whether they were satisfied with the marketing activities in their libraries. Out of 284 students, 88% answered in disagreement, and the remaining 12% agreed. They were further asked to give reasons for their satisfaction/dissatisfaction with the marketing activities in their libraries. Some of the reasons given by those dissatisfied were captured;

…because our library doesn't have enough learning materials... we feel reluctant to go there **(Sunyani 6)**

…we are not informed of the services available in the library...you just cannot walk to the market without knowing what you are going to buy **(Tamale 2)**

…I think the librarians need to create more awareness to their services…social media is very common these days yet our library still doesn't consider this **(Sunyani 4)**

…compare to the banks and other service institutions, I think our libraries have not been marketing their services as expected **(Kumasi 10)**

CHAPTER FIVE

DISCUSSION OF FINDINGS

5.1 Introduction

This chapter contains the discussion of findings which were presented in chapter four. The discussion was linked to the objectives, theoretical framework and existing literature in marketing which were based on the following themes:

1. Need for marketing library services

2. Services available for marketing

3. Techniques and tools used for marketing of library services/resources

4. Skills and competencies required of librarians for marketing

5. Effective measures for marketing of library services

6. Challenges of marketing library services

5.2 Need for Marketing of Library Services

Objective one of the study sought to examine the need for marketing of library services by the selected libraries. The need for marketing was considered relevant by the selected libraries as this was unanimously accepted by both categories of respondents. This reaffirms the accession by Khan and Bhatti (2012) when they reported that libraries in developed world have increasingly realized the importance and need for marketing of library services.

With regards to the reasons why the marketing concept was considered relevant in their libraries, the majority of the respondents mentioned enlightening users on the relevance for using libraries as the most pressing need for marketing of library services. This finding is consistent with the findings of Opala (2017) when he reported in his study of school libraries in Nairobi, Kenya that marketing information services enlighten users on the importance of

patronizing library services. Most library users no longer see libraries as places where relevant information could be sourced. It is based on this that librarians now have the responsibility of educating users on the benefits for patronizing the resources and services in their libraries.

Also, increasing the number of usage and achieving higher levels of customer satisfaction were identified as important reasons considered by respondents for marketing in academic libraries. It is not surprising as this was realized during the researcher's pre-observation of these libraries and found that the libraries were under-utilized. Similarly, Khanchandani and Hassan (2016) identified increasing number of usage as part of their perceived reasons for adopting the marketing concept in their study of some selected academic libraries in India.

Furthermore, respondents were also of the view that when library services or resources are properly marketed they will have the tendency of achieving higher levels of customer satisfaction. This finding is consistent with the definition by Gupta, Koontz and Massisimo (2013 p.51) when they define marketing as "*an activity that puts management on the task of identifying the needs and wants of users and making sure the needs provided satisfy the users.*" In line with this, Mahapatra (2006) who conducted a research in academic libraries in India reported that in order for libraries to meet user information satisfaction, marketing must be considered as an integral part of academic libraries and must be declared as part of the library policies. Customer satisfaction was equally considered as a relevant need for libraries to adopt the marketing concept as this was rated a mean score of 4.4 in the Likert scale questions that were prepared for student respondents.

Another reason identified for marketing of library services was making users acquire skills in information seeking. This has been emphasized by Khanchadani and Hassan (2016) when they considered user education as one of the major reasons why library resources and services had to be marketed in academic libraries in India. Other perceived reasons for marketing of library services such as identifying users' information needs, competing well with private information providers, attracting financial assistance and improving the relationship between staff and users were identified. With regards to product as in the elements of the 7p's, it was unanimously agreed by the professional library staff that there was the need to create a diverse range of resources as well as monitor the wants and needs of their users to be able to meet their constantly changing needs.

With regards to financial assistance, findings revealed that the selected libraries were not properly funded, hence lacks money to acquire the necessary resources for their libraries. This is consistent with the assertion by Nwosu (2010) when reported that the decline in funding of libraries by governments of today's world has necessitated the adoption of the marketing concept by most libraries in Nigeria. He emphasized the need for libraries to engage in revenue generation activities not only in acquiring resources, but for their survival.

Improving relationship between library staff and users was identified as a good reason for marketing of library services. According to Igbeka (2008), effective marketing of services in library enables users to interact with staff and management of the library. He re-echoed that marketing makes libraries win new patrons, maintain the existing ones and expand the relationship that exists between users and the library.

From the study, competition was identified by professional librarians as one of the reasons for marketing of library services. According to them marketing will enable libraries to compete well with private information providers. This has been reported by Martey (2000) that academic libraries in Ghana need the marketing concept to be able to face competition of other information providers.

Respondents were asked to mention the benefits they thought could be derived from marketing of library services/resources. The majority of the professional librarians said that marketing of library services attracts funding for their libraries. This is consistent with the study of Nooshi, Tajafari, and Nowkarizi (2017) when they reported that the Central Library of Astan Quds Razavi located in Mashad which is the dominant public library of Iran benefits a lot from its marketing activities. This Library had constantly been assisted in building its collection which is properly promoted and it is evident by its high patronage. It is obvious from the findings that a good number of the professional librarians believed that effective marketing of library services would enable libraries to compete well and even win more users from the private information providers. Other benefits identified were; to make libraries and the library profession more relevant, acquire accreditation and continue existence of academic libraries.

5.3 Resources/Services Available in the Selected Libraries for Marketing

The second objective of the study was meant to find out from both categories of respondents whether the selected libraries had adequate services and resources for marketing.

It was found that all the three selected libraries were performing the traditional functions of academic libraries such as sitting and studying services, lending services, reference services

and printing and photocopying services. Aside these services, the Kumasi and Sunyani Technical Universities offered internet and other online information services. However, Tamale Technical University Library did not have enough computers and the few ones available were not connected to the internet and therefore could not perform any online service.

With regards to responses from students on the availability of the services/resources, it was found that a good number of them were not aware of the availability of some of the services though the professional library staff indicated that those services were available. Services/resources such as lending services and online information services were considered available however, with little percentage margin of use. Even though majority of the students were aware of the existence of the lending service, a good number of them were still not aware of its existence. Similarly, the availability of the online information services though considered by the majority of the students to be available, there were still a good number of them who were not aware of their availability. The contradiction here was that although the professional librarians indicated the availability of some of the services in their libraries it was found that many of the students were not aware of their existence. It was also found that the selected Technical Universities did not have adequate resources/services that could be marketed to their intended users. Furthermore, the limited services/resources available in these universities were not adequately marketed as many of the students who were the main users of these services were still not aware of their existence. This is consistent with the findings of Thompson (2003) when he found that many students in the multi-campus universities in Ghana were not aware of the newer services provided by their libraries and this, according to him, was attributed to inadequate promotion of these services.

By theoretical implication, the product element represents the resources or services which are found in libraries for marketing. The resources or services are considered the most essential element in academic libraries and without which these libraries would not have existed. Even though the findings of the study revealed that the selected libraries did not have adequate services/resources, Bamigbola (2013) have emphasized the need and importance of the product element in the marketing mix. Similarly, Austen and Ewers (2004) have indicated the need for academic libraries to monitor users' information needs and be able to provide the best services and resources required of them for effective service delivery. Also, the professional librarians indicated the need for libraries to be equipped with adequate resources or services since the absence of these resources could affect the effectiveness of the marketing activities in these libraries. This again has emphasized the relevance of the product variable in the 7p's marketing mix.

Also, the price element in the 7p's marketing mix is described by Sharma and Bhardwaj (2009) as the time and effort being spent by patrons in searching for library materials in the library. When libraries provide quality products and services they will definitely reduce the time and effort being spent by users in searching for materials in the library. In addition, the provision of quality services and products will assist in minimizing the rate at which students patronize other information services elsewhere especially in the private sector. This is contrary to the findings of this study when the findings revealed that the selected libraries did not have adequate resources/services and therefore could not attract users' attention.

5.4 Techniques/Tools Used in Marketing Services/Resources

Objective three of the study sought to examine the techniques and tools being used by the selected libraries in marketing their services. The findings revealed that the major technique

used was the in-coming fresh students' orientation. This is confirmed in the responses given by the students as it was found that more than three-quarters of them agreed that such technique was available in their libraries. This is consistent with the findings of Adegoke (2015) who reported that library orientation was the main technique used by Abdullahi Fodiyo Library in Sokoto, Nigeria in creating its students' awareness to their services. Similarly, Garoufallou et al. (2013) found that the major marketing technique used by libraries in Greece was the library orientation.

Other techniques such as display of new arrivals, one-on-one discussion with users, posters and attractive dressing by library staff were commonly used by the selected libraries. Display of new arrivals was found to be rated high by student respondents indicating its actual existence. This is consistent with the findings of Opala (2017) when he found the display of new arrivals as one of the major techniques used in his study of school libraries in Nairobi, Kenya.

The use of social media tools was not common in these universities as Kumasi Technical University was found to be the only university that used the WhatsApp application tool to interact with her users. On the contrary, the study of Opala (2017) on school libraries in Nairobi, Kenya reported the importance of using social media tools in marketing of library services and emphasized the need for libraries to them. It was, however, found that the selected libraries did not consider these tools in promoting their services as this was evident from the responses of both category respondents. Mobile phones have become so common that using the mobile apps for marketing of library services could be more effective. Aremu and Saka (2014) reported an increase in smart phone usage in their study on the impact of Information Technology (IT) on library management in academic libraries in Oman which

they said has created new opportunities for libraries to get in touch with their users. It was however, unfortunately found from the study that the selected libraries did not make good use of the Information Technology in their promotion activities. Meanwhile, libraries of today have depended so much on IT in reaching out to their clients without the latter physically presenting themselves into the library building. This deviates from the findings of this study as it was found that the selected libraries did not make good use of online and social media information services in their libraries, meanwhile *place* as in the 7p's has been explained by Bamigbola (2013 p.24) as *"the products or services should be offered in a place that is reachable for the customers to easily access them"*. Libraries can provide services that can now be accessed through e-resources. Some of such information may include academic databases via the internet without the users coming to the library to access and use them. Though, Sunyani and Kumasi Technical Universities were using e-resources in their libraries, they still depended so much on physical access to library materials through visits to the library block. The use of the Social Network Sites (SNSs) in reaching out to clients is also of great importance yet they were not considered by these libraries.

The use of leaflets and posters, brochures and flyers, user education, personal letters, one- on-one discussion with users, suggestion boxes and organizing of library week were found not to be effectively practiced by the selected libraries.

In line with the 7p's, marketing mix, the promotion element appears very relevant since it is said to be the only means by which users could be informed of the existence of services/resources in the library. It also involves the techniques and tools being used by the libraries in carrying out the information to users. It is possible that many patrons may not be aware of how the library system works as well as the vast and reliable information resources

available in it and as such librarians have the responsibility of developing new techniques in reaching out to them. The findings of the study revealed that a substantial number of the students were not aware of the existence of some of the services such as lending and online information services in the selected libraries and the libraries did not also have adequate marketing techniques and tools in informing them of the existence of the few ones they had. The main techniques found were in-coming students' orientation, display of new arrivals and one- on- one discussion with users. However, the use of the internet and social media tools for marketing was very poor, even though the use of social media tools has been identified by Opala (2017) as an effective tool for marketing of library services in his study of school libraries in Nairobi, Kenya.

Physical evidence is an important element in the marketing mix which reflects two of the techniques such as the one- on- one discussion with users and the attractive dressing code by staff being used by the selected libraries in marketing their services. The physical evidence involves an environment where service is offered, where customers interact with employees as well as physical cues that might affect the delivery of a service (Zeithaml et al., 2013). Dhiman and Sharma (2009) state that physical evidence is the environment in which service is delivered and any tangible goods that facilitate the performance and communication of the service. For instance, a potential library user may look up to the appearance of learning materials, facilities, staff etc. This positively reflected the findings of this study when respondents agreed to attractive dressing of library staff as a promotion technique being used by their libraries.

5.5 Skills and Competencies Required for Marketing Library Services

The aim of objective four was to examine the skills and competencies required of librarians in marketing library services. From the view point of the professional library staff, the ability to evaluate information resources was considered the most competent requirement of

information professionals in marketing of library services. This is consistent with the findings of Opala (2017) when he reported that the ability to question and evaluate information resources rated the highest, in his study of school libraries in Nairobi, Kenya. Similarly, Odine (2011) found this as the most highly required competence in his study of academic libraries in Niger State, Nigeria.

Also, the ability to answer users query was identified by the professional library staff as the second most desired competence required of librarians for marketing. This is consistent with the assertion by Reference and User Service Association (2011) when it indicted that librarians needed to get full understanding of users' information requirements and attitudes in seeking for such information and be able to develop skills that can effectively meet these expectations. Other findings such as the ability to sell out information resources/services, digital information skills, and good communication skills were identified by both category of respondents as competences and skills required for effective marketing in academic libraries.

It was found that the ability to answer users query was considered the highest with a mean score of 4.5. The ability to question and evaluate information resources was rated second with a mean score of 4.4.

It was also observed from the findings that the most essential competencies needed by professional librarians to effectively market library services were the ability to question and evaluate information resources and the ability to answer users' queries. The idea of answering users' queries has gone beyond just pointing to them where to locate a particular source. It also includes the need for library staff to be physically involved in search for that information. The ability of questioning and evaluating the source of an information was

identified by professional library staff and equally rated high in the Likert scale questions by the students as the most relevant competence required for marketing of library services. Rowley (1997) argued that libraries must begin with aligning the mission statement and the subsequent goals and objectives of their services towards a strong customer orientation.

The skills and competencies required for marketing of library services depends on the knowledge of the people in the library, and people, as an element in the 7p's marketing mix, represents staff or employees of the library. In the 7p's, people refers to staff and process refers to all the activities carried out by the library to ensure smooth and effective delivery of services. It is therefore appropriate to note that poor planning of the process can affect service delivery and this may ultimately affect the whole marketing process. Bamigbola (2013) describes people as employees or personnel of an organization, and in the library setting they are known as the staff of the library who undertakes all the processes for service delivery. Staff must possess the ability and interest to support all activities in the library since the success of every organization is in the hands of its employees. The success of the marketing activities in academic libraries can therefore be achieved through the effort of staff involved. Findings revealed that the selected libraries were inadequately staffed and majority of staff available were not professionals and also lacked basic training in marketing to perform.

5.6 Effective Measures for Marketing of Library Services

The objective five of this study was meant to identify measures that could possibly lead to effective marketing in the selected libraries. From the findings, it was revealed that organizing seminars, trainings and workshops in marketing for staff were considered the best measures since, according to the professional librarians, inadequate knowledge in marketing was one of the main defects to effective marketing in academic libraries. This was equally

accepted and rated as high as 4.2 in the Likert scale questions prepared for student respondents. This is consistent with the study of Kumber (2004) who asserted that some librarians in Indian libraries lack the competencies in carrying out marketing activities in their libraries due to lack of training and education in marketing. Similarly, Savard (1998) states that for marketing concept to be accepted and embraced by librarians, there is a high need for libraries to organize in-service training in marketing for staff.

The willingness of librarians to accept and practice marketing in their libraries was identified as a relevant measure to effectively deal with marketing activities in academic libraries. Again, this was accepted by majority of the students and rated 4.0 on the Likert scale questions. This finding is in line with Gupta and Jambhekar (2002) who expressed an opinion in an article that librarians in India must be willing and dedicated to the marketing of their services. This is because an era has come where libraries are being confronted with so much competition that they need to improve on their services, commit to service delivery and enlighten users on why the library should be considered better than other information providers. The findings from both professional library staff and students further revealed that marketing policies, provision of adequate facilities and financial assistance were good measures for effective marketing in academic libraries.

Even though the selected universities identified some measures such as organizing seminars, training and workshops in marketing for staff, developing marketing policies and creating marketing units for effective marketing of their libraries it was found that these measures were not considered relevant by these libraries.

5.7 Challenges Faced by the Selected Libraries in Marketing their Services

The objective six of the study sought to find out from the professional library staff the challenges facing them in marketing of their services. Some of the challenges identified were inadequate facilities for marketing, financial constraints, lack of interest and willingness of librarians to practice marketing, lack of policies for marketing, and inadequate staff and low level of staff competence in marketing.

Inadequate facilities and financial constraints were identified as major challenges faced by the selected Technical Universities. Students' population in the technical universities in Ghana have kept on rising whiles new courses are being introduced and there have been changes in the curriculum of the new technical universities. Yet the facilities in their libraries are still the same. This finding is consistent with Agha and Akhar (1992) who indicated that management of higher academic institutions in developing nations have given low priority to infrastructural buildings in their libraries. In line with this, Ekpenyong (2003) and Igbokwe (2009) separately reported that insufficient infrastructure such as the internet, computers, electricity and photocopying services etc. affect marketing activities in many academic libraries in Nigeria. This reflected the situation in the three technical universities particularly Tamale Technical University. In the case of the latter, the library had less than fifteen computers which were not connected to the internet and intended to serve more than five thousand students.

With regards to financial constraints, it is important to note that the funds given to academic libraries are not adequate to commensurate with the rapid growth and new development in the tertiary institutions. This finding is in support of Lamptey's (2016) study which reported that private universities in Ghana lack funds to support marketing activities in their libraries and

99

this is as a result of lack of support from the government since it is expected of them to generate all forms of revenue internally to support themselves. Similarly, Abid (1992) stressed that lack of funds has been the major challenge facing libraries in third world universities in subscribing to information resources. He further indicated that libraries in developing nations are losing their relevance since they are unable to perform their vital roles expected of them and this is attributed to inadequate financial assistance.

The findings further revealed that inadequate staff and staff competencies in marketing of library services served as a serious challenge facing the selected libraries, especially in the situation where employment has been frozen in Ghana today. Inadequate staffing is a problem in the selected libraries most particularly in the Tamale Technical University where the library could only boost of four professional librarians which includes the University Librarian. Also, the skills and competencies of these staff in marketing were highly too strong since staff were not specifically trained as marketers. The finding of this study further revealed that staff did not acquire adequate training in marketing to be able to perform and this confirms the study of Islam and Islam (2009) which study revealed that lack of knowledge and proper training of library staff in marketing was a major challenge faced by libraries in Bangladesh in marketing their services.

CHAPTER SIX

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

6.1 Introduction

This chapter presents a summary of the findings based on the objectives outlined in this study. Also, it provides a conclusion and recommendations based on the findings to suggest better future for marketing activities in technical universities in Ghana.

The goal for the study was to examine the role of the marketing concept in promoting the use of services/resources in the libraries of the selected technical universities in Ghana. The need for marketing of library services, services/resources available for marketing, techniques and tools used for marketing, skills and competencies required for marketing, measures for effective marketing and challenges facing libraries in marketing were considered as main themes discussed in this study.

6.2 Summary of Findings

6.2.1 The Need for Marketing of Library Services in Academic Libraries

It was established that there was a high need of marketing in the selected libraries. The need for marketing was considered relevant as this was unanimously accepted by all categories of respondents.

The benefits for marketing of library services/resources were identified to include; attracting funds for libraries, competing well with private information providers, making library and the library profession more relevant, and acquiring accreditation that would lead to continue existence of academic libraries.

Enlightening users on the relevance for using the library, increasing the number of user-base and achieving high level of customer satisfaction were also considered as the major reasons for marketing of library services.

6.2.2 Resources/Services Available in the Selected Libraries for Marketing

The common services offered in the selected libraries were seating and studying services, lending services and referencing services. However, Kumasi and Sunyani Technical Universities performed additional services such as online and e-mail information services which were not performed by Tamale Technical University.

It was established that inadequate services/resources were greatly affecting the performance of these libraries and since the interest of users were more on resources, no amount of marketing could encourage the use of these libraries if adequate services/resources were not provided.

6.2.3 Techniques/Tools Used by the Selected Libraries in Marketing

In-coming students' orientation was found to be the major technique used by the selected universities to inform their users on their services. Other techniques such as one-on-one discussion with users and attractive dressing by library staff were also used.

The use of social media was less effective since it was revealed that only Kumasi Technical University Library used the WhatsApp application to interact with their students which is highly not effective.

Techniques such as sending out brochures or flyers, sending personal letters to users, provision of suggestion boxes, use of web pages and organizing library week were not used by any of the selected libraries to market their resources/services.

6.2.4 Effective Measures for Marketing of Library Services

It was revealed that the selected libraries did not have any laid down productive measures to effectively carryout marketing activities. Some measures such as organizing seminars, trainings and workshops in marketing, building the willingness and interest of librarians in the marketing concept and developing marketing policies were considered relevant measures to effective marketing in academic libraries. However, none of these were found to be actively practiced in any of the three selected universities.

6.2.5 Challenges Faced in Marketing of Library Services

The findings revealed that the selected libraries were being challenged by certain factors which were hindering marketing activities in their libraries. The major challenges identified include; inadequate facilities to carryout marketing activities, financial constraints, lack of willingness and interest of librarians in marketing, lack of marketing policies/plans and inadequate staff and staff competencies in marketing.

6.3 Conclusion

The adoption of the marketing concept by libraries has become very important and critical these days due to competition from other information service providers. Users can now access readily available information irrespective of their physical location due to the internet and Information and Communication Technology (ICT). For libraries to remain relevant in this technology and information era, the marketing concept needs to be given high priority it deserves. The library management needs to develop policies and plans to help guide all marketing activities in their libraries.

6.4 Recommendations

In order to enhance marketing activities in the selected technical university libraries in Ghana, the following recommendations based on the findings of the study have to be considered. These recommendations covered areas of importance such as; building more facilities and adequate allocation of funds, building relevant and adequate library collection, increasing staff numbers and enhancing staff skills/competencies, boosting the willingness and interest of librarians in marketing, development of marketing policies and adopting the best tools and techniques for effective marketing.

6.4.1 Building More Facilities and Adequate Allocation of Funds

The recommendation here is that the government and management of the selected technical university's management should provide the necessary funding in order to enhance marketing activities in these institutions.

There was a clear indication from the study that the three selected technical universities did not have adequate funds to carry out any effective marketing activities in their libraries. Based on this, the institutions concern such as the government and management of these universities should provide the necessary funding that will lead to proper acquisition of relevant facilities for their libraries. Also, these libraries should be able to solicit funds from corporate entities and individuals who may donate to support the smooth running of their libraries. In effect, the donation will boost the financial standing of the libraries which will positively support marketing activities. In addition, the libraries should seek for internally generated funds through photocopying, printing, laminations and binding services to enable them undertake certain basic function to market their services. All these, in a long way, will

call for an increase in funding for the libraries to embark on effective marketing activities to promote optimal use of their resources.

6.4.2 Building Relevant and Adequate Library Collection

Librarians and library management of the selected universities should consider increasing their library collection with relevant library materials. They must therefore make it a point to identify the needs and wants of users and be able to provide them.

It is evident from the findings that the selected libraries did not have adequate services/resources which hindered their marketing activities. Meanwhile the interest of the user is more on accessing and using relevant service/resource than just the marketing as a concept. The inadequate resources/services could be attributed to lack funds or librarians' inability to purchase relevant resources for their libraries. In order to achieve this, library management should solicit funds from corporate entities and government to enable them acquire the needed resources for their libraries. Management of these libraries can also intensify their internal income generation activities which can enable them acquire some relevant basic materials for their libraries. Also, it will be relevant for these libraries to employ a more qualified acquisition librarian whose effort can always lead to a more quality library collection that will meet the current information needs of their users. They should therefore, constantly monitor the needs and wants of their users in order to provide them with those needs.

6.4.3 Increasing Staff Numbers and Enhancing Staff Skills/Competencies

Librarians and library management should always find a means of employing professional marketers and also improve on the skills and competencies of the existing staff in marketing through organizing of trainings, workshops and seminars.

The findings of the study revealed that the libraries under study did not have adequate staff to effectively carry out any serious marketing activities in their libraries. This is due to the limited recruitment of relevant staff that is currently affecting many organizations in Ghana. The libraries should recruit professional marketers or outsource them to manage all marketing activities in these organizations. Also, the findings revealed that staffs of these libraries lack adequate skills and competencies in marketing. In this regard, there is the need for these libraries to adequately organize seminars, trainings and workshops on marketing for library staff to refresh their knowledge in the new marketing trends in libraries of today.

6.4.4 Development of Marketing Policies

Librarians and library management should design marketing policies to guide them in all activities regarding the marketing of their libraries.

Both categories of respondents identified marketing policies as an effective measure in carrying out marketing activities in academic libraries. However, these libraries did not have a laid down marketing policies or plans in carrying out their marketing activities. In this regard, librarians in the selected libraries need to develop well-designed marketing policies/plans that are properly documented in order to serve as a guide to all marketing activities in their libraries. The introduction of the marketing plan will formalize all marketing activities in these libraries thereby bringing every staff on board, rather than

singling out individuals from the libraries to take up the task of marketing library resources/services.

6.4.5 Adopting the Best Tools and Techniques for Marketing.

Librarians and library management should also ensure the use of appropriate techniques and tools, especially the use of social media and library web pages in promoting the use of their services. Considering the category of users in these libraries, the use of social media is highly desirable to promote the effective use of library resources/services.

It was found that the selected libraries did not use adequate marketing tools and techniques in marketing their services. The common techniques used were the in-coming students' orientation and one- on- one discussion with users which were not adequate enough to inform their users about their services. The findings further revealed that the use of social media tools and library web pages for promotion of their services was completely ineffective as Kumasi Technical University was found to be the only university using only WhatsApp application to interact with their students. The selected libraries need to take advantage of the use of social media such as; WhatsApp, YouTube, Twitter, Blogs, Instagram as tools for promoting the use of their services and resources.

Management of these libraries need to recruit staff who are knowledgeable in the application of electronic information resources. Also, management of these libraries should constitute a marketing planning team in their libraries who undertakes all marketing activities and ensures that the best tools and techniques are used.

Additionally, it would be appropriate for librarians to design a social media web page for their students such as the Facebook page which would embrace the existence of social media networking in marketing their services/resources.

6.4.6 Willingness and Interest of Librarians in Marketing

Findings that emerged from this study revealed that librarians in these universities did not possess the willingness and interest in considering the marketing concept in their libraries. Librarians should be more committed to their work and give a higher priority to the marketing concept in their libraries. In addition, the Ghana Library Association (GLA) in collaboration with the Consortium of Academic and Research Libraries of Ghana (CARLIGH) can assist by organizing training, seminars and workshops to sensitize librarians on the need and relevance of the marketing concept in their libraries.

6.5 Suggestions for Future Research

The study examined the role of the marketing concept in promoting the use of services in technical university libraries in Ghana from the perspective of professional library staff and students. Based on the findings, the researcher suggests that future studies in marketing should be a comparative study between various technical university libraries in Ghana on the impact of marketing on their services/resources. There is also the need for further studies into resource/service provision and marketing of library services/resources in academic libraries in Ghana.

BIBLIOGRAPHY

Abid, A. (1992). The responsibility and the Response: sustaining Information systems in developing countries: A UNESCO programs Review, IFLA journal, 18 (4), 315.

Adams, K. E., & Cassner, M. (2001). Marketing library resources and services to distance faculty. *Journal of Library Administration*, *31*(3-4), 5-22.

Adegoke, K. A. (2015). Marketing of library and information services in University libraries: A case study of Usmanu Danfodiyo University Library, Sokoto-Nigeria. *Intellectual Property Rights: Open Access*, 1-5.

Adekunmisi, S. R. (2013). Strategies for marketing library services and information products in Nigeria. *Global Advanced Research Journal of Educational Research and Review*, *2*(12), 240-245.

Adeyoyin, S. O. (2005). Strategic planning for marketing library services. *Library management*, *26*(8/9), 494-507.

Agha, S. S., &Akhtar, S. (1992). The responsibility and the response: sustaining information systems in developing countries. *Journal of information science*, *18*(4), 283-292.

Aharony, N. (2009). Librarians' attitudes towards marketing library services. *Journal of Librarianship and Information Science*, *41*(1), 39-50.

Aina, L. O. (2004). Library and information science text for Africa. Ibadan: Third World Information Services. *Information Sciences Africa*.

Aina, L. O. (2003). Library and Information Science Text for Africa. Ibadan: Third World *Information Services, Ibadan,* p. 129–130.

Al-bahrani, M. (2009) Attitude of academic librarians towards marketing of library services, *a literature review.* Retrieved from http://www.articlesbased.comtowards-marketing-of-library-a-literature-review-1458339.html

Alemna, A. A. (2001). The need for marketing and total quality management strategies in libraries in Ghana. *Inspel*, *35*(4), 265-269.

Anafo, P. (2014). Marketing strategies for information services: A case study of the institute of chartered accountants (Ghana) library and information services. *Library Philosophy and Practice (e-Journal).*

Aremu, M. A., & Saka, H. T. (2014). The impact of information technology on library management: a marketing perspective. *Oman Chapter of Arabian Journal of Business and Management Review*, *34*(2600), 1-10.

Austen, G. & Ewers, B. R. (2004). Market orientation: a framework for Australian university library management. *An international review of marketing in library and information centers*. International Federation of Library Associations and Institutions. Retrieved November 27th 2018, http://eprints.qut.edu.au/00000469

Ayoku, O. A., & Okafor, V. N. (2015). ICT skills acquisition and competencies of librarians: Implications for digital and electronic environment in Nigerian universities libraries. *The Electronic Library*, *33*(3), 502-523.

Aziz, N. A., Harun, A. H., Tan, C., & Choy, A. (2008). Innovative library web marketing practices in Singapore: a landscape of hype, expectation and reality.

Babbie, E. (2005). The basics of research. *Belmont, CA: Thomson Wadsworth*.

Babbie, E. (1995). The practice of social research, 7th ed. California: Wadsworth Publishing Company, p.243, 274.

Bamigbola, A. (2013). Application of marketing strategies and mix to Digital Information Services (DIS): Nigerian University Libraries Perspectives. Library Philosophy and Practice (E-Journal), 1–21. Retrieved November 27th 2018, http://digitalcommons.unl.edu/libphilprac/961

Baro, E. E., & Ebhomeya, L. (2013). Marketing the library resources and services to users: A survey of twenty-two university libraries in Nigeria. *Journal of Information and Knowledge Management, 4(1), 44–63*

Batool, S.H. & Ameen, K. (2010), "Status of technological competencies: a case study of university librarians", *Library Philosophy and Practice*, available at: www.webpages. uidaho.edu/mbolin/batool-ameen.htm(accessed: 20th January 2018).

Bhardwaj, R. K., & Jain, P. K. (2016). Marketing of library resources and services: A structured literature review. *DESIDOC Journal of Library & Information Technology*, *36*(3)

Busari, I. T., Ayankola, I. A., & Ladipo, S. O. (2015). Analytical Approach to Effective Marketing of Library and Information Products and Services in Academic Libraries. *Journal of Library and Information Sciences*, *3*(2), 133-145.

Carrington A (2005) Use of posters in exhibition: Melbourne success press.

Chartered Institute of Marketing (2009). Marketing and the 7 Ps: A brief summary of marketing and how it works. Maindenhead, UK: Chartered Institute of Marketing. Retrieved fromhttp://www.cim.co.uk/files/7ps.pdf

Chegwe, A. O., & Anaehobi, S. E. (2015). Academic librarians' perception and attitude towards marketing of library services in Delta State, Nigeria.

CIM. (2009). Marketing and the 7Ps: A Brief Summary of Marketing and How it Works. Retrieved November 27, 2018, from:http://www.cim.co.uk/files/7ps.pdf\

Connaway, L. S., & Powell, R. R. (2010). *Basic research methods for librarians*. ABC-CLIO.

Creswell, J. (2014). Research design: Qualitative, quantitative and mixed Approaches (4thed.). London: SAGE Publishing Company.

Cresswell, J. W., & Plano Clark, V. L. (2011). Designing and conducting mixed method research. 2nd Sage. *Thousand Oaks, CA*.

Creswell, J. W. (2009). Mapping the field of mixed methods research.

Creswell, J. W. (2008). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (3rd ed.). California: SAGE Publications. Inc.

De-Aze and Elliot, E. (1995). Marketing concepts for libraries and information Services, Retrieved November21st, 2018, from www.library association. Org.uk.

Devereux, M. (2014). A Critical Review of Arts Marketing. Festival Life and Living. Retrieved February 24, 2019 from http://www.festivallifeandliving.wordpress.com/2014/10/22/a-critical-review-ofarts-marketing

Dhiman, A.K. & Sharma, H. (2009). Service marketing mix in library and information Centers, Retrieved November26th, 2018, from: www.cri.du.ac.in/ic/09/papers/index.

Dubicki, E. (2009). Marketing and promoting electronic resources: *creating the e-buzz.* Routledge.

Duke, L. M., & Tucker, T. (2007). How to develop a marketing plan for an academic library. *Technical services quarterly*, *25*(1), 51-68.

Edewor, N., Okite-Amughoro, F., Osuchukwu, N. P., & Egreajena, D. E. (2016). Marketing library and information services in selected university libraries in Africa. *International Journal of Advanced Library and Information Science*, *4*(1), pp-291.)

Ekart, D. F. (2011). Tech tips for every librarian-making Twitter work for you. *Computers in Libraries*, *31*(4), 34.

Ekpenyong, G.D. (2003). Marketing and promotion of information services in the university of Ibadan library. Information for development 19(3): 197-201

Estall, C., & Stephens, D. (2011). A Study of the variables influencing academic library staff's attitudes toward marketing. New review of academic librarianship, 17, 185–208.

Fakkirappa Kattimani, S., & R. Naik, R. (2013). Evaluation of librarianship and ICT skills of library and information professionals working in the engineering college libraries in Karnataka, India: a survey. *Program*, *47*(4), 345-369.

Fang, W. (2007). Using Google analytics for improving library Website content and design: a case study. Library Philosophy and Practice, 9(2).Retrieved from http://unllib.unl.edu/LPP/fang.htm

Farkas, M. (2011). Information wants to be free. Retrieved on 16th January 18, 2019, from: www.meredith.wolfwater.com.87

Fraenkel, J. R., & Wallen, N. E. (2006). *How to design and evaluate research education.* (6thed.). New York: McGraw-Hill

Fry, A. (2014). The biggest winner: Using statistics to assess the effectiveness of an e-resources, Promotional Campaign. *Journal of Electronic Resources Librarianship*, *26*(1),1–16. http://doi.org/10.1080/1941126X.2014.877330

Gamit, R. M. (2018) Role of academic libraries in the Human Resource Development and Information and Communication Technological Environment: An Overview.

Garoufallou, E., Zafeiriou, G., Siatri, R., & Balapanidou, E. (2013). Marketing applications in Greek academic library services. *Library Management*, 34(8/9), 632-649

Goh, T. T., & Li Liew, C. (2009). SMS-based library catalogue system: a preliminary investigation of user acceptance. *The Electronic Library*, *27*(3), 394-408.

Gray, B. (2004). Strong opposition: frame-based resistance to collaboration. *Journal of Community & Applied Social Psychology*, *14*(3), 166-176.

Grunenwald, J. P., Felicetti, L., & Stewart, K. L. (1990). The effects of marketing seminars on the attitudes of librarians. *Public Library Quarterly*, *10*(2), 3-10.

Gupta, D. & Jambhekar, A. (2002). Developing a customer focus approach to Marketing library and information services, Desidoc bulletin of information Technology 20(3), 5-13.

Gupta, D.K., Koontz, C. and Massisimo, A. (2013). Marketing Library and Information Service 11: A Global Outlook. Munich: K.G. Saur Verlag Publishers.

Helinsky, Z. (2014). *A short-cut to marketing the library*. Elsevier: Chandos Publishing.

Igbeka, J.U. (2008). *Entrepreneurship in library and information science,* Ibadan: Stirling Holden.

Igbokwe, J.U. (2009). Strategies to enhance effective marketing of services in university libraries in Nigeria. Unpublished MLS thesis. Department of library and information Science, University of Nigeria, Nsukka.

Islam, A., & Jaber Hossain, M. (2014) Marketing information resources and services on the web. *The Electronic Library*, *32*(5), 742-759.

Islam, M. S., & Islam, M. N. (2009). Marketing of library and information products and services: a theoretical analysis. *Business Information Review*, *26*(2), 123-132.

Jestin, J., & Parameswari, B. (2005). Marketing of information products and services for Libraries in India. Library Philosophy and Practice (E-Journal), 5(1), 1-6. Retrieved on 11th December, 2018, from: http://digitalcommons.unl.edu/libphilprac/32

Jessy, A., & Rao, M. (2016). Marketing of resources and services with emerging technologies in modern libraries: An overview. *International Journal of Information Dissemination and Technology*, *6*(1), 15.

Jones, J.C. (2011). Definition of marketing mix- product, price, place and Promotion, Retrieved November 26, 2018, from: http:ezineararticles. Com/Definition of marketing mix.

Jotwani, D. (2014). Marketing of electronic resources in IIT libraries. *DESIDOC Journal of* Library *and Information Technology*, *34*(2), 162–169.

Kaane, S. (2006) Marketing reference and information services in libraries: a staff competencies framework. W*orld Library and Information Congress: 72nd IFLA General Conference and Council*20-24 August 2006, Seoul, Korea.

Kalpana (2010). *Marketing Need and Strategy for LIS Courses in Digital Age in India: A Case Study. The Proceedings of National Conference on Library Services in Electronic Environment.* Gurgaon: JK Business School.

Kanaujia, S. (2004). Marketing of information products and services in Indian R&D library and information centres. *Library Management*, *25*(8/9), 350-360.

Kaur, K. (2009). Marketing the academic library on the web. *Library management*, *30*(6/7), 454-468.

Kennedy, M. (2011). What are we really doing to market electronic resources? *Library Management*, *32*(3), 144-158.

Khanchandani, V., & Hasan, N. (2016). Marketing of Library Resources, Services and Products: A Case Study of IIT Delhi. *DESIDOC Journal of Library & Information Technology*, *36*(3).

Khan, S. A., & Bhatti, R. (2016). Digital competencies for developing and managing digital libraries: An investigation from university librarians in Pakistan. *The Electronic Library*, *35*(3), 573-597.

Khan, M., & Kamal, M. (2016). Marketing of library and information services in university libraries: A practical experience. *Asian Journal of Multidisciplinary Studies, 4(1).*

Khan, S. A., & Bhatti, R. (2012). Application of social media in marketing of library and information services: A case study from Pakistan. *Webology*, *9*(1), 1-8.Retrieved from: http://www.webology.org/2012/v9n1/a93.html

Kaur, A., & Rani, S. (2008). Marketing of information services and products in university libraries of Punjab and Chandigarh (India): An attitudinal assessment of library professionals. Library Management, 29(6/7), 515–537. http://doi.org/10.1108/01435120810894536

Kavulya, J.M. (2004). Marketing of library services: A case study of selected Universities libraries in Kenya. Library management, 25(3), 118-126.

Kim, H., & Park, Y. (2006). Marketing analysis of reference and information services in Korean libraries. In 72[nd]IFLA General Conference and Council, 20-24.

Kothari, C. R., & Garg, G. (2014). Research methodology: Method and techniques (3[rd]ed.). New Delhi, India: New Age.

Kotler, P. (2012). Dr. Philip Kotler answers your questions on marketing. *Kotler Marketing Group*.

Kotler, P. (1994). *Marketing management, analysis, planning, implementation, and control, Philip Kotler*. London: Prentice-Hall International.

Kotler, P., & Armstrong, G. (2012). Principles of marketing (14[th]ed). London: Pearson Education, Inc.

Kotler, P., & Andreasen, A. (1991). Strategic marketing for non-profit organizations(4[th]ed.). Prentice Hall.

Kotler, P. (1997). Marketing management (9th ed.) New Delhi: Prentice Hall. Pearson education.

Konnur, P. V., Rajani, S., & Madhusudhan, M. (2010). Academic library websites in Bangalore city, India: an evaluative study.

Koontz, C. M., Gupta, D. K., & Webber, S. (2006). Key publications in library marketing: a review. *IFLA journal*, *32*(3), 224-231.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, *30*(3), 607-610.

Kreuger, L. W., & Neuman, W. L. (2006). Social work research methods: Qualitative and quantitative applications. *Boston and New York: Pearson &Allyn Bacon*.

Kumasi Technical University (2016). Handbook of academic programs, Tamale: Academic Affairs.

Kumbar, M. F. (2004). Consortia for management college libraries in the E-Publishing Era: A Proposal.

Lamptey, W. O. (2016). *Marketing Library Services in Selected Private Universities in Ghana* (Doctoral dissertation, University of Ghana).

Lamptey, R. B. (2010). Promoting effective use of library resources and services at Kwame Nkrumah University of Science and Technology Library, Kumasi, Ghana. *Ghana Library Journal,* 22(1/2), 1–23.

Landis, C. (2008). Friending our users: Social Networking and reference services. *The desk and beyond: Next generation reference services*

Lautenstager, A.I. (2003). Why you need public relations, Retrieved November 2nd, 2018, from: http://www.enterpreneur.com.

Leiser, T. (2004). Should libraries engage in marketing? Retrieved 16th December 2018 from:www.ifla.org/n/ifla 61/61/leit.html

Lucas-Alfieri, D. (2015). *Marketing the 21st century library: the time is now*. Chandos Publishing.

Madhusudhan, M. (2008). Marketing of library and information services and products in university libraries: a case study of Goa University Library.

Mahapatra, G. (2006). LIS education in India: Emerging paradigms, challenges and propositions in the digital era.

Mahesh, G. (2002). Barriers to marketing of information products and services in libraries. *DESIDOC Journal of Library & Information Technology*, *22*(3).

Mamatha, N., & Nikam, K. (2016). Use of twitter in libraries at a glance. In *National Conference on Library and Information Services for all: Reaching the Unreached in the Digital Era (Special focus on information services for visually challenged)* (pp. 11-12). Use of twitter in libraries at a glance.

Massis, B. E. (2014). Library Marketing: Moving between traditional and digital strategies. New Library World, 115(7/8), 405-408.

Malekani, A. W., & Benard, R. (2018). Effective outreach techniques for the promotion of library information resources in academic libraries in Tanzania: A case of Sokoine National Agricultural Library.

M2 weekly.com, (2011). Professional confidence, metrics and technophobia: The three Problems of marketing in Nigeria, Retrieved 17th January, 2018 from: http.docs/google.com dspace.knustedu.su.

Makori, E. O. (2010). Making university libraries in Kenya the destination for the user population. *Library Review*, 59(7), 548-557.

Martey, A.K. (2000). Marketing products and services of academic libraries in Ghana, Retrieved November22nd, 2018.from:www.libraryjournal/org/2000-4pp261-268pdf

Massis, B. E. (2014). Library Marketing: Moving between traditional and digital strategies. New Library World, 115(7/8), 405-408.

Mohseni, S. (2017). Marketing Plan for Kajaani University of Applied Sciences Library.

Mugenda, O. M., & Mugenda, A. G. (1999). *Research methods: Quantitative and qualitative approaches*. Acts press.

McCarthy, E. J. (1960). Basic marketing: a managerial approach. Homewood, IL: Richard D. Irwin. *Inc., 1979McCarthyBasic Marketing: A Managerial Approach1979*.

Ndinoshiho, M. J. (2010). The use of electronic information services by undergraduate nursing students at the University of Namibia's Northern campus: a descriptive study. *Information Development*, *26*(1), 57-65.

Nkanga, N. A. (2002). Marketing information services in Botswana: An exploratory study of selected information providing institutions in Gaborone. Library Management, 23(6/7), 302-313.

Nooshi, M. R., Tajafari, M., & Nowkarizi, M. (2017). An investigation into promotional methods of public library services and resources: Users' perspective.

Norman, O. G. (1989). Marketing library and information services: An annotate Guide to recent trends and development. Reference services Review, .1(1), 43-62.

Nwalo, K.I.N. & Oyedum, G.U. (2007). Strategies for effective marketing of Information consultancy services: Best practices, *Borno Library Archival and Information Science Journal, .6 (1)119-129*

Nwosu, M. (2010). Marketing of information resources and services in Nigeria libraries: The Myths and the Realities. *Journal of library and information science,* 12(1).

Okamoto, K. (2013). Making higher education more affordable, one course reading at a time: Academic libraries as key advocates for open access textbooks and educational resources. *Public Services Quarterly*, *9*(4), 267-283.

Okon, M. E., & Umoh, M. O. (2014). Marketing of information and library services in Nigerian University Libraries: The Way Forward. Information and Knowledge Management, 4(6), 28–34.

Opala, G. K. (2017). Marketing of information resources in school libraries: The case of the Ga Khan high School – Nairobi, Kenya.

Pathak, M., & Jain, A. (2013). Marketing of library and information services: A study of librarians' perception

Popoola, S.O. (2008). Faculty awareness and use of library products and services in Nigerian universities, Malaysian journal of library and information science, 13(1), 91-102.

Patil, S. K., &Pradhan, P. (2014). Library promotion practices and marketing of Library services: A role of Library professionals. Procedia - Social and Behavioral Sciences, 133, 249–254. http://doi.org/10.1016/j.sbspro.2014.04.191

Paul Anbu K, J., & Mavuso, M. R. (2012). Old wine in new wine skin: marketing library services through SMS-based alert service. *Library hi tech*, *30*(2), 310-320.

Patton, M. Q. (2007). Sampling, qualitative (purposive). *The Blackwell Encyclopedia of Sociology*.

Ratzek, W. (2011). The Mutations of Marketing and Libraries.*IFLA Journal*, 37(2), 139-151.

Ravichandra, N. & Babu, S. (2008). Marketing of library and information services, Retrieved November 22nd 2018, from: www.indian mba.com/ faculty - Column/fc867/html.2

Reference and User Service Association (2011). Competencies for reference and user service. Retrieved 6th August, 2011 from: www.worldlibrary.org/gulati.

Rehman, A.U. & Shafique, F., (2011). Use of Web 2.0 and Its Implications for Libraries: Perceptions of Information Professionals in Pakistan. Library Philosophy and

Practice. Available at: www.webpages.uidaho.edu/-mbolin/rehman-shafique.pdf (accessed 12 January 2018).

Rheingold, H. (2002). A conversation with Howard Rheingold.*DM Powazek (a cura di), Design for Community: The Art of Connecting Real People in Virtual Places. Indianapolis: New Riders*.

Rita, O. O. (2016). *Marketing Library and Information Services in Academic Libraries in Niger State* (Doctoral dissertation).

Rowley, J. (2006). *Information Marketing (2 ed.).* Ashgate Publishing Limited.

Sahu, A. K., & Mahapatra, R. K. (2006). Application of concept of services marketing in Digital Library.

Saunders, L. (2015). Academic libraries' strategic plans: top trends and under-recognized areas. *The Journal of Academic Librarianship*, *41*(3), 285-291.

Savard, R. (1998). Guidelines for the teaching of marketing in the trainings of librarians. Retrieved 12th November, 2018 from: http.wwwnicelink.com.

Scicluna, R. (2015). The need to promote academic libraries: comparing the University of Glasgow Library and the University of Malta Library's marketing strateg**ies**

Shamel, C. L. (2002). Building a brand: Got librarian? Available online at http//www.infotoday.com/searcher/jul02/Shamel.htm.Accessed: 20 January, 2019.*Searcher*, *10*(7), 60-71.

Sharma, A. K., &Bhardwaj, S. (2009). Marketing and promotion of library services. In *International Conference on Academic Libraries. Retrieved February* (Vol. 1, p. 2012).

Shontz, M. L., Parker, J. C., & Parker, R. (2004). What Do Librarians Think about Marketing? A Survey of Public Librarians' Attitudes toward the Marketing of Library Services. *The Library Quarterly,* 74(1), 63-84.

Siddike, M., Kalam, A., &Kiran, K. (2015). Marketing of academic library services through social networking sites: Implications of electronic word-of-mouth. *Education for Information*, *31*(3), 143-159.

Singh, R. (2009). Does your library have an attitude problem towards "marketing"? Revealing inter-relationship between marketing attitudes and behaviour. *The Journal of Academic Librarianship*, 35(1), 25–32. http://doi.org/10.1016/j.acalib.2008.10.017

Spalding, H. H., & Wang, J. (2006). The challenges and opportunities of marketing academic libraries in the USA: Experiences of US academic libraries with global application. *Library management*, *27*(6/7), 494-504.

Stripp, J (2008). Different types of marketing, Retrieved March 5th 2019, from: http/ezinearticles.com

Sunyani Technical University (2016). Handbook of academic programs, Tamale: Academic Affairs.

Tamale Technical University (2014). Handbook of academic programs, Tamale: Academic Affairs.

Tenopir C. (2003). Use and Users of Electronic Library Resources: An Overview and Analysis of Recent Research Studies.

Thompson S. Edwin (2003) marketing information services and products in multi-campus universities in Ghana Library: University for Development Studies, Tamale. *Intellectual Property Rights: Open Access*.

Uzohue, C. E., & Yaya, J. A. (2016). Knowledge management competencies required for library and information professionals in 21st century Nigerian libraries. *American Journal of Business and Society*, *1*(3), 90-97.

Vasileiou, M., & Rowley, J. (2011). Marketing and promotion of e-books in academic libraries. *Journal of documentation*, *67*(4), 624-643.

Xia, Z. D. (2009). Marketing library services through Facebook groups. *Library management*, *30*(6/7), 469-478.

Yi, Z. (2016). Effective techniques for the promotion of library services and resources. *Information Research: An International Electronic Journal*, *21*(1), n1.

Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2013). *Services Marketing*: Integrating customer focus across the firm(6thed.). New York: McGraw-Hill Companies, Inc.

Zubair, M. S., Wan, A. W. M., & Mohammed, N. H. N. (2017). Qualitative enquiry on marketing strategies for promotion of library services in university libraries in Nigeria. Retrieved from: http://eprints.usm.my/35921/1/Muhammad_Salihu_Zubair_ICOL2017.pdf

QUESTIONNAIRE FOR STUDENTS

UNIVERSITY OF GHANA

DEPARTMENT OF INFORMATION STUDIES

 Dear Sir/Madam,

I am **Habib Mohammed**

A student at the Department of Information Studies, University of Ghana, Legon conducting a research on the topic: "*Marketing of library and information services in selected Technical Universities in Ghana*" as part of the requirement for the award of a Master of Philosophy (MPhil) degree in Information Studies. It would be much appreciated if you could spare some few minutes to answer the following questions. Please be assured that your responses are completely anonymous and would be used solely for academic purposes. Thank you.

SECTION A: BACKGROUND INFORMATION

1. Gender   (1) Male [   ]   (2) Female [   ]

2.Nameof university……………………………………………………………………….

3. Level/year (please tick one)

(1) 100   [   ]   (2) 200 [   ]   (3) 300 [   ]   (4) 400 [   ]

4. Which category of users do you belong to?

(1) Regular   (2) Non-Regular

5. How often do you use the library?

(1) Four or five times in a week

(2) Once or two times in a week

(3) Once or Not at all in a Semester

SECTION B: NEED AND PERCEPTION OF MARKETING IN LIBRARIES

4. Please indicate on a scale of 1 – 4, where 1=Strongly Agree, 2=Agree, 3=Disagree, and 4=Strongly Disagree, how you would rate the need for marketing of library services/resources

	Item	Strongly Agree	Agree	Neither Agree/Disagree	Agree	Strongly Agree
1.	To attain higher level of customer satisfaction					
2.	To create users awareness on the services/resources available in the library					
3.	To identify the actual information need of users					
4.	To improve interpersonal relationship between the library and users					
5.	Libraries need marketing to survive in an increasingly competitive environment					
6.	It is important to constantly monitor the wants and needs of users and potential patrons.					
7.	Libraries don't need marketing because users already know the services they offer					

SECTION C: SERVICES AVAILABLE IN THE SELECTED LIBRARIES FOR MARKETING

5. Please, indicate whether the services below are *available, not available or no idea* about the services in your university library. Tick 'No Idea' if you are not aware of the availability or non-availability of any of the services provided

	Item	Available	Not available	No Idea
1.	Lending services.			
2.	Inter library loan			
3.	Document delivery services.			
4.	Reservation services			
5.	Translation services.			
6.	Printing and photocopying services			
7.	Reference services			
8.	Library publication.			
9.	User education			
10.	Selective dissemination of information			
11.	Current awareness services.			
12.	Online information services.			
13.	Referral services			

SECTION D: SKILLS AND COMPETENCIES REQUIRED FOR MARKETING

6. Please, indicate on a scale 1 – 4, where 1=Strongly Agree, 2=Agree, 3=Disagree, and 4=Strongly Disagree, how you would assess the performance of staff in your library

	Skills and Competencies	Strongly Disagree	Agree	Neither Agree/Disagree	Agree	Strongly Agree
1.	Good Communication skills					
2.	Potentials to assist students to conduct a research					

3.	Ability to question and evaluate information resources				
4.	Ability to answer user queries				
5.	Ability to sell information resources				
6.	Digital information skills (IT Skills)				

SECTION E: EFFECTIVE MEASURES FOR MARKETING OF LIBRARY SERVICES

7. Please, indicate on a scale 1 – 4, where 1=Strongly Agree, 2=Agree, 3=Disagree, and 4=Strongly Disagree,how you would rate the effectiveness of marketing in academic libraries

	Effective Marketing in Libraries	**Strongly Disagree**	**Disagree**	**Neither Agree/Disagree**	**Agree**	**Strongly Agree**
1.	Organizing training, seminars and workshops on marketing for library staff					
2.	Marketing should be factored into the curriculum of library schools					
3.	Libraries must be given a separate budget for marketing activities.					
4.	There is the need for marketing plan/policy in libraries for					

	marketing				
5.	Adequate facilities must be provided for marketing in libraries				
6.	Librarians must be willing and dedicated to marketing of their services				
7.	Marketing unit should be created in the library for students enquiries				

SECTION F: TECHNIQUES AND TOOLS USED FOR MARKETING OF LIBRARY SERVICES

8. Please, tick appropriately; *available, not availability or no Idea* of the following techniques in your university library.

	Item	Available	Not Available	No Idea
1.	Exhibitions and display of new arrivals.			
2.	Use of leaflets and posters			
3.	Sending out brochure or flyers			
4.	Organizing user education.			
5.	Library web pages for students			
6.	Interpersonal relationship between staff and users			
7.	Sending personal letters to users through e-mall and text messages			
8.	One on one discussion with users			

9.	Provision of suggestion boxes			
10.	Attractive dressing of library staff			
11	Organizing library week			

9. Does your library advertised through social media? (1) Yes [   ]   (2) No [   ]

10. Which social media tool(s) do they used in marketing their services?

(1) WhatsApp   [   ]

(2) YouTube   [   ]

(3) Facebook   [   ]

(4) Twitter   [   ]

(5) None of the above [   ]

Specify

others………………………………………………………………………………………….

11. Apart from social media tool(s) what other tools does your library used in creating your awareness to new services and resources in your library?

……………………………………………………………………………………………………

……………………………………………………………………………………………………

12. Are you satisfied with the marketing practices in your library?

(1) Yes   [   ]

(2) No   [   ]

13. Please, give reason(s) for your answer to question 12

INTERVIEW GUIDE

UNIVERSITY OF GHANA

DEPARTMENT OF INFORMATION STUDIES

INTERVIEW GUIDE FOR LIBRARY STAFF

Dear Sir/Madam,

I am **Habib Mohammed**

A student at the Department of Information Studies, University of Ghana, Legon conducting a research on the topic: ***Marketing of library and information services in selected Technical Universities in Ghana*** as part of the requirement for the award of a Master of Philosophy (MPhil) degree in Information Studies. It would be much appreciated if you could spare some few time to answer the following questions. Please be assured that your responses are completely anonymous and would be used solely for academic purposes. Thank you.

BACKGROUND INFORMATION

1. Gender

2. Name of University

3. How long have you been working in the library?

4. What is your level of education as an information professional?

NEED FOR MARKETING LIBRARY SERVICES/RESOURCES

5. Do you think there is a need for marketing of services/resources in your library?

6. If yes, why do you think so?

7. What benefit(s) can you derive for marketing your services?

8. Do you think marketing can increase patronage in your library?

SERVICES/RESOURCES AVAILABLE FOR MARKETING

9. Please, what services/resources do you have in your library?

10. Is there any need for your library to practice marketing when adequate services/resources are provided?

TECHNIQUES AND TOOLS FOR MARKETING OF LIBRARY SERVICES

11. What marketing tools do you use in your library?

12. Do you use any social media tool(s) in marketing your services?

13. How would you describe the effectiveness of these tools in marketing your services?

SKILLS AND COMPETENCIES REQUIRED FOR MARKETING LIBRARY SERVICES

14. What skills and competencies are required of an information professional for effective marketing of library services?

15. What do you think can be done to improve on the skills and competencies of staff in marketing?

EFFECTIVE MEASURES FOR MARKETING OF LIBRARY SERVICES

16. How effective is marketing in your library?

17. What do you think can be done to effectively market your services?

18. Does your library organize training, seminars and workshops on marketing for staff?

19. Does your library have a marketing plan/policy for marketing activities?

CHALLENGES ON MARKETING OF LIBRARY SERVICES

21. Do you encounter challenges that leads to ineffective marketing of your services?

22. What are the challenges?

23. How can these challenges be addressed?

KUMASI TECHNICAL UNIVERSITY

Vice Chancellor:
Telephone No.: 0322022387/0322022388
Fax: 0322022387
Residence: 0322028068

Our Ref: Our Ref: KsTU/ADM/442 TJ
Your Ref..

P. O. Box 854
Kumasi, Ashanti
Ghana Africa

2ⁿᵈ April, 2019

THE HEAD OF DEPARTMENT
DEPARTMENT OF INFORMATION STUDIES
SCHOOL OF INFORMATION AND COMMUNICATION STUDIES
UNIVERSITY OF GHANA
LEGON - ACCRA

Dear Sir,

RE: LETTER OF INTRODUCTION

We write to acknowledge receipt of your letter on the above subject dated 11ᵗʰ March, 2019.

We are pleased to inform you that permission has been granted for Mr. Mohammed Habib to collect data for his research work in our institution on the topic **"The role of marketing in promoting library and information service in selected technical Universities in Ghana"**.

He should therefore report at the Main Registry of the University for further directives when he arrives.

Yours faithfully,

AMA KYEREWAA BOAKYE-NTI (MRS.)
SENIOR ASSISTANT REGISTRAR - HR
FOR: AG. REGISTRAR

Cc: Human Resource Unit
      File Copy

TAMALE TECHNICAL UNIVERSITY

P. O. Box 3 ER
TAMALE
GHANA

Tel: 233-03720-22771, 23850
Fax: 233-03720-23849, 22552
E-mail: info@tatu.edu.gh
info@tamalepoly.edu.gh
Website: www.tatu.edu.gh
www.tamalepoly.edu.gh

Our Ref: TaTU/24 SF 1
....

Your Ref: ....

Date: March 27, 2019
....

Mr. Mohammed Habib
Department of Information Studies
University of Ghana.
P. O. Box LG 60 Legon
Accra

Dear Sir,

RE: LETTER OF INTRODUCTORY

Following the introduction by the Head of Department for Information Studies, School of Information and Communication Studies, University of Ghana. We write to inform you that approval has been given for you to conduct your research survey in the University.

The Senior Assistant Registrar at the Human Resource Department would assist you to reach out to the interested Departments.

Thank you very much.

Yours faithfully,

....
ALHAJI YAKUBU IDDRISU
(INTERIM REGISTRAR)
For: Ag. Interim Vice-Chancellor

cc: Ag. Interim Vice-Chancellor
Interim Registrar
HOD, Information Studies, UG
File Copy

MOTTO: Baŋsim mini Nuuni Tuma