

**ASSESSMENT OF AFRICA NAZARENE UNIVERSITY
LIBRARY MARKETING STRATEGY**

BY

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**A Thesis Submitted in Partial Fulfilment of the Requirement
for the Degree of Master of Philosophy in Information Sciences
(Library & Information Studies) of Moi University**

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DECLARATION

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This thesis is my original work and has not been presented for a degree in any other university.

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DEDICATION

To my son:

Allan Miano

Every time I look into your eyes, I find joy, hope, trust and a chance to shape the future.

ABSTRACT

Regardless of the type of the library, the need to develop customer-centered and strategic market planning has now become part of effective library management. Although, the library invests enormous amounts of money on collection development there is an indication that the information resources often remain under-utilized. This study aimed at assessing Africa Nazarene University (ANU), Grace Roles' Library marketing strategy with a view of proposing strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate information services. Its objectives included: to determine the extent of market orientation of Grace Roles Library; to find out the extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy; to identify appropriate variables that can be used to segment the clientele and services of Grace Roles Library; to examine the appropriateness of the marketing mix strategies employed by Grace Roles Library; to explore the challenges facing Grace Roles Library in marketing of information services; and to recommend strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate information services. Theoretical framework for this study was based on Singh (2009) model of information services marketing. The study adapted a qualitative case study research approach. Multiple, multistage non-probability sampling method that included cluster, purposive and random sampling methods were used to sample 100 respondents from students, academic, administrative and library staff. Data was collected using interviews with library staff and open ended questionnaires were used on the rest of the respondents. Qualitative data was analyzed using content analysis method while quantitative data was analyzed using descriptive statistics. The core findings indicate that the library has a moderate market orientation, a biased Christian collection and the products and services are not customer focused. The study recommends the use of contemporary technology such as the use of internet blogs to market library products and services, conducting regular market research to determine the existing and emerging information needs of users. The study provides a sample internet blog and a marketing policy that can be adopted.

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DEFINITION OF CONCEPTS

Marketing: It is the management process for identifying, anticipating and satisfying customer requirements profitably.

Marketing mix: Product, price, place, promotion, people, process and physical evidence – the seven Ps.

Market orientation: A business approach or philosophy that focuses on identifying and meeting the stated or hidden needs or wants of customers

Marketing research: The project-specific, systematic gathering of data.

Market segmentation: Dividing customers into specific groups with similar needs, purchasing behaviors, and identifying characteristics

Marketing Strategy: The marketing logic by which the business unit hopes to achieve its marketing objectives.

Market targeting: The process of evaluating each market segment's attractiveness and selecting one or more segments to enter.

Product: Anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a need or want

Service: Any activity or benefit that one party can offer another that is intangible and does not result in the ownership of anything

CHAPTER ONE

INTRODUCTION

1.1 Background

Currently, libraries are operating in a dynamic and rapidly changing environment, which has been influenced by the forces of globalization, rapid changes in technology, consumer needs and expectations. Information technology has brought diverse avenues to access and retrieve information among users of library and information centers (Lwehabura, Dulle and Mulimila 2006). To survive in such an environment, library and information centers must embrace different marketing strategies that provide them with the tools for collecting and analyzing useful data about information needs of customers, which can assist in designing, developing and delivering appropriate services (Kavulya 2004).

This chapter contains the profile of Africa Nazarene University (ANU) as well as the background of ANU's Grace Roles Library. The chapter introduces the concept of marketing in libraries. The researcher briefly states the problems facing marketing of library resources and services at ANU, Grace Roles Library. The aim and objectives of the study are also provided. Other issues discussed in this chapter are the research questions, significance, scope and limitations of the study.

1.2 Profile of Africa Nazarene University (ANU)

Africa Nazarene University (ANU) is a private university owned by the church of the Nazarene. It offers a well-rounded, holistic education to help members establish themselves in three important areas: Exploration of their character; Achievement of their goals for their career (competency); and finding their place in the community. The main campus is 24 kilometers from the Nairobi City CBD, right next to Nairobi National Park, off Magadi Road near Ongata Rongai, while at the time of this study; the town campus was located along Ngong Road next to Nairobi Baptist Church.

1.2.1 Mission and vision of the university

The mission of Africa Nazarene University is to provide a holistic education that develops individuals academically, spiritually, culturally and physically and to equip them with excellent skills, competencies and Christian values which will enable them to go into the world well prepared to meet the challenges of their time. Its vision is to be a light to the people of Africa through higher education grounded in the Wesleyan-Holiness tradition.

1.2.3 Courses offered

As an institution of higher learning the university grants degrees (undergraduate and graduate) in areas of need relative to the people of Africa. Currently, ANU offers the following courses of study:

Table 1: Programmes offered at ANU

Undergraduate programmes	Graduate programmes
<i>Bachelor of Science (B.Sc.) in Computer Science</i>	<i>Master of Business Administration</i>
<i>Bachelor of Science (B.Sc.) in Dryland Natural Resource Management</i>	<i>Master of Arts in Religion</i>
<i>Bachelor of Commerce (B.Com)</i>	
<i>Bachelor of Theology (B.Th.)</i>	
<i>Bachelor of Mass Communication (B.Mass)</i>	
<i>Bachelor of Business and Information Technology (B.BIT)</i>	
<i>Bachelor of Education (B.Ed.)</i>	
<i>Pre-University Programme</i>	

1.3 ANU, Grace Roles Library

Grace Roles Library serves a client population of 1000 who are usually members of the Nazarene community. Its vision is to be recognized as a leader in provision of user-centered information services to all Africa Nazarene University community whether internally or off-campus.

Its mission is to support the University's mission to provide a holistic education that develops individuals academically, spiritually, culturally and physically; and to equip them with excellent skills, competencies and Christian values which will enable them go into the world well prepared to meet the challenges of their time by providing access to information sources and resources.

The goal of Grace Roles Library is to be the intellectual heart of the university, where the vast heritage of human thought and experience will be preserved to provide a stage for interaction of scholarly minds, in addition to assisting the university in pursuit of its vision, mission and philosophy, thereby enabling the university to provide academic excellence.

1.3.1 Library Departments

The library has two main departments: Technical Services which is the core of all library services. It includes both Acquisition and Cataloging sections; and Readers Services

Readers Services which is responsible for all user services, namely - enabling of access to the collection via Online Public Access Catalog (OPAC), user education, reference and referral services, Current Awareness Services, Inter-library Lending and lastly indexing and abstracting. Each of these two departments is headed by a professional staff.

1.3.2 Library services and collection

In order to effectively accomplish its core objective of information dissemination, the library performs the following services: Access to the collection; Reference and referral services; Indexing; Inter Library Lending (ILL); User education; Current Awareness Services (CAS); Binding and reprographic Services.

1.3.3 Library Resources

Grace Roles Library is equipped with adequate and relevant resources that enable it to provide effective and efficient services to its users. Its richness is displayed in its

collection of both book and non-book formats. They include: General Circulation Collection; Short Loan/Reserve Collection; Databases (both online and offline resources); Audiovisual Materials; Africana and Maasai Collection; Nazarene Holiness Collection; Thesis Collection; Periodicals

1.4 The concept of marketing

Marketing is a common term used among different people from all walks of life. It is a philosophy and a fundamental aspect of management involving commercial, social, charitable organizations as well as service organizations. It is an essential part of business, and without marketing, even the best products and services fail.

Marketing has been defined variably in the literature. For example, Kotler and Keller (2009) defines marketing as an organizational function and a set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders. This has been echoed by the American Marketing Association (2006), which has observed that the marketing function comprises of many processes that are aimed at delivering value to all the organizational stakeholders.

Kotler and Amstrong (2008) are in agreement with the above definitions and add that marketing enables companies to build strong customer relationships in order to capture value from customers in return. Bearden, Ingram and La Forge (2001) say that for marketing to be successful it must involve planning and executing the conception,

pricing, promotion and distribution of ideas, goods and services to create exchanges that satisfy individual and organizational goals.

1.4.1 Evolution of the marketing concept

During the past three decades, the concept of marketing has changed dramatically. It has evolved from focus on the product and on making a “better” product where better was based on internal standards and values. The objective was profit, and the means to achieving the objective was selling, or persuading the potential customer to exchange his or her money, time or efforts for the company’s product. The “new” concept of marketing, which appeared about 1960, shifted the focus of marketing from the product to the customer. The objective was still profit, but the means of achieving the objective expanded to include the entire marketing mix, or the “four Ps” as they became known: product, price, place (channels of distribution), promotion Keegan (2002).

Knowing everything there is to know about the customer is not enough. To succeed, Keegan recommends that marketers must know the customer in a context including competition, government policy and regulation, and the broader economic, social, and political macro forces that shape the evolution of markets.

Hollensen (2007) realized that by the 1990s, the “new” concept of marketing was outdated and that the times demanded a strategic concept. The strategic concept of marketing, a major evolution in the history of marketing thought, shifted the focus of marketing from the customer or the product to the customer in the context of the broader

external environment. Profitability is not forgotten in strategic marketing concept. Indeed it is a critical means to the end of creating stakeholder benefits, Paley (2010).

Irrespective of the approach in drawing an understanding on the marketing concept it is generally accepted that marketing is a management process that involve planning, requires analysis of customer needs and ways of satisfying those needs and is geared towards mutual benefit for customers as well as the provider of the products and/or services.

1.5 Marketing in the context of the library

For many years, marketing has been used successfully by the profit making sectors of the economy to promote demand for products and services. In the library environment, marketing is equally relevant and important to enable the library to deal with a number of problems that inhibit effective and efficient utilization of library resources and services. The concept of marketing, especially marketing service sectors such as library and information services has not been fully explored. Explaining reasons for this, Lwehabura, Dulle and Mulimila (2003) are of the view that, resistance for marketing of information service is strong because of the intangible nature of service products that make them difficult to market. The already existing high demand for information service discourages market orientation in libraries. The fact that libraries have constant and reliable customers especially in the case of university and research libraries results into lack of marketing for such libraries.

In the library context Weingand (1998) has described marketing as a process of exchange in which “elements” of value are exchanged between a producer and a consumer and which begins with a community analysis to determine the needs of the consumers and ends with the library’s communication to the community relating the products created to respond to those needs. This has been supported by Olson and Moseman (2007), who propose that marketing includes determining market niches, defining products and services, setting prices, promoting services and building good public relations.

Leisner (2005) has observed that customers normally gauge the usefulness of a library by their past experiences and an awareness of the quality and types of services on offer. Therefore the kind of communication done with them, the quality of past experiences both in the library use and with the library staff determines how the service measures against customer expectations. Lee (2000) advises that the university library can use marketing to promote awareness of changes in physical facilities, materials and services offered by the library and the quality of professionals available.

Libraries continue to face the problem of declining level of budgetary support because of lack of appreciation of the role played by libraries in the educational process by the academicians, students and those in administrative positions in universities (Noble 2005). Those responsible for resource allocation in the universities do not appreciate the rationale on which reading materials should be purchased on yearly basis. This leads to obsolescence of information and the need to purchase new materials to support existing and new courses is not fully understood (Kaur & Rani 2008).

1.6 Rationale for marketing in libraries

Kavulya (2004) observes that the library is traditionally a non-profit organization, and only recently did such organizations become aware of the need to market their products and services. Library and information products/services are now being recognized as saleable and there is a constant market for these. The rationale behind this shift-over is due to the fact that librarians are not only facing the challenges of the information explosion, but also the influx of automated systems, rising costs of materials and services such as CD-ROM, Internet and online services, demand for better services, staff shortage and harsh budget cutbacks compounded by soaring operating costs.

Noble (2008) argues that academic libraries no longer have a corner on the information market in higher education. Students, faculty, and other users can get their information from other information providers. Using the Internet, they can access volumes of information over the computer without coming into the library building or interacting with a librarian at all. In addition, libraries now face competition from traditional bookstores. Online bookstores, such as Amazon.com, make searching for books incredibly easy, and are much more intuitive than most library catalogs.

Kavulya (2004) recommends that strategic marketing approach should provide university libraries with tools that can assist them in the task of designing, developing and delivering appropriate services. It can enable them to start with the customers rather than seeing them as the finishing-point in the supply information chain and shift from product and service orientation to customer need orientation. This will contribute to better

perception of the library role in the university set-up, better use and funding of the facility.

Librarians and information specialists now argue that to ensure a prominent position within the future world of academia, library faculty must market their skills, services and resources (Brunsdale, 2000; McCarthy, 1994; Rowley, 1995). Without effective ongoing public relations, academic libraries may appear less relevant and less necessary to future generations of students, faculty and administrators.

1.7 Statement of the problem

Grace Roles library serves a dynamic community of approximately 1000 customers that have diverse information needs. Although, the library invests enormous amounts of money on collection development, processing and storage of information resources there is an indication that the information resources, which are so expensive to acquire, often remain under-utilized resulting in wastage of money, time, energy and space. In 2008-2009 academic year, the library issued out print resources to 836 users. In the previous two years the library had discharged print information materials to 996 and 913 users respectively suggesting a decline in the usage of its resources (Library user' statistics 2008-2009).

Statistics from PERI (Programme for the Enhancement of Research Information), Kenya Library and Information Services Consortium (KLISC) usage data shows that ANU's usage is very low as compared to other institutions. For example, the usage of one of the most expensive databases, The Emerald Publishing Group from January - December

2010 was 2,827, making it the least amongst the libraries in the consortium some of whom have a smaller user population than ANU. Kenya Methodist University had the highest usage at 60, 487. Similarly, although ANU users frequently use Sage Online Journals, JSTOR, EBSCO Host and Springer, their usage is still very low as compared to other academic and research libraries in the Kenya Consortium.

A recent response to such underutilization of resources by libraries is enhancement of marketing of their products and services. Libraries are discovering that by using marketing principles and techniques, they can understand better their users' needs, justify funding, communicate more effectively with their audiences, and achieve greater efficiency and optimal results in delivering products and services that meet the identified needs of their clients. The expected result is that the library would be more successful in gaining visibility and support for its efforts, and library users would be more successful in making the best use of the services available to them to meet their academic and research goals.

It is against this backdrop that this study sought to define a proactive redress by assessing the marketing strategy of the library as a means to gaining back its status and continued support.

1.8 Aim

The aim of this research is to assess the marketing strategy of Grace Roles Library and propose strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate information services.

1.9 Objectives

- i. To determine the extent of market orientation of Grace Roles Library.
- ii. To establish the extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy.
- iii. To identify appropriate variables that can be used to segment the clientele and services of Grace Roles Library
- iv. To examine the appropriateness of the marketing mix strategies employed by Grace Roles Library
- v. To explore the challenges facing Grace Roles Library in marketing of library services.
- vi. To recommend strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate library services.

1.10 Research questions

- i. How are marketing principles and techniques used at Grace Roles Library?
- ii. How does the organization culture including values and customs influence perception and support to marketing of library services?
- iii. To what extent are the library operations and services focused on the user needs?
- iv. What factors determine the choice of the marketing strategies used and/or to be used at Grace Roles library?
- v. Which challenges does Grace Roles Library experience in its efforts to market the information service and how can they be addressed?

- vi. How can Grace Roles Library improve its immediate and long-term marketing practices?

1.11 Assumptions

- i. Grace Roles Library does not use effective marketing strategies to promote the library resources and services.
- ii. Application of marketing principles and techniques is important for Grace Roles Library to provide customer-centered services.

1.12 Significance of the study

Although studies on marketing of library services have previously been done, this study is bound to make an important contribution on the need for marketing library resources and services by providing deeper insight into marketing strategies that are relevant to a specific university library environment rather than a generalized approach. In this case it addresses, the marketing practice of Grace Roles library.

Likewise, the study is beneficial to Grace Roles Library users since the researcher examined the expectations of the users with a view of ensuring customer satisfaction.

It is also expected that the findings of the study would add value to information service at Grace Roles Library by revealing the shortcomings of the existing marketing strategies. The study offers possible practical solutions to these problems including a review of new techniques that the library could use to market its resources and services.

1.13 Scope and limitations of the study

The study was confined to Grace Roles Library. Consequently, its findings though useful to GRL can be generalized to other similar libraries. The study works on the premise that marketing is a significant determinant of library usage but fails to account nor control the possible influence of other factors. From the time of the study data collection to its presentation, some new insights into marketing mix have emerged which the study could not cooperate thus determine.

1.14 Summary

The study aimed at assessing the marketing strategy of Grace Roles Library and proposes strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate information services.

This chapter provides a brief introduction of library services marketing and the background of Africa Nazarene University as well as the Library. The research objectives, questions and assumptions are given. It also captures the problem statement, significance, scope and limitations of the study. The next chapter provides literature review that provides a foundation for study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Kasomo (2010) defines literature review as reading and incorporating previous studies that are related to the present study. Cooper and Emory (1995) agree that a literature review acts as the basis for the proposed study. It helps eliminate duplication of what has already been done while at the same time assisting a researcher to redefine his/her research problem, select appropriate research design, strategies and methods.

This chapter examines empirical and other documented literature, theories and models in the wider field of marketing, with particular reference to marketing of library services. Information sources used included books, journals, electronic web-based resources among others. A systematic review of literature was employed. The first section examines related theories and models while the latter covers a review of the literature.

2.2 Theoretical Framework

Shontz et al. (2004) says conventional marketing wisdom holds that marketing adds value by creating an understanding of the value that customers seek, which in turn influences organizations to create and communicate that value. Therefore, marketing skills are crucial for understanding customer needs and competitors' offerings, and for creating and communicating organizations' superior offerings. In keeping with this notion, the marketing concept is considered a business philosophy that puts the customer at the

center of overall activities of the organization. This study used the Singh (2009) model of information services marketing (Fig.1).

Singh's model shows the relationship between the critical components of the marketing of a library and its service outcomes, which comprises four sets of factors:

- i. Antecedents, which foster or discourage a market orientation;
- ii. The market orientation construct;
- iii. Facilitators, or variables that either strengthen or weaken the relationship between market orientation and service performance; and
- iv. The consequences of a market orientation.

The market orientation of a library depends on the top management of the organization and that of the library. The assumption of this model is that if the top management of libraries has market-oriented behavior, then their attitudes, knowledge, operational activities and service performance should also be reflected accordingly. A management that values marketing dedicates resources to impacting marketing knowledge and skills to its workforce.

The attitude that the library staffs have regarding marketing of their services affects how well the principles and techniques of marketing will be used. Similarly the staffs' skills and knowledge regarding information services marketing determines the extent to which they will market their services. Therefore, marketing skills are crucial for understanding customer needs and competitors' offerings, and for creating and communicating organizations' superior offerings. In relation to this study, these two factors address the

element of organization culture including corporate identity, image and staff marketing competency and knowledge and their effect on marketing perception and strategy (objective 2; research questions 2 and 5).

Market orientation implies that first, the library identify its objectives, second, identify its target users and their particular needs and third, develop products and services aimed at these categories. Customer philosophy must rule all operations including selection, acquisition, processing, storage and dissemination of information. The library must be responsive and focused on the needs of users. The library must take competitive advantage over other information providers by proving superior products at reasonable pricing. Objective 2 & 3 and research questions 3 & 4 address the issue of redefining marketing strategy right from product choices, service delivery to services offered to clientele.

Library policies such as procurement policies, information resources usage policies as well as the commitment of the staff towards customers' information needs and demands have an impact to the market orientation of the library, service performance of the library and ultimately customer satisfaction.

Thus this model was found to be suitable in that it looked at all the desired variables of interest in the study including both the facilitating, impeding and other mediating factors as elaborated in figure 1.

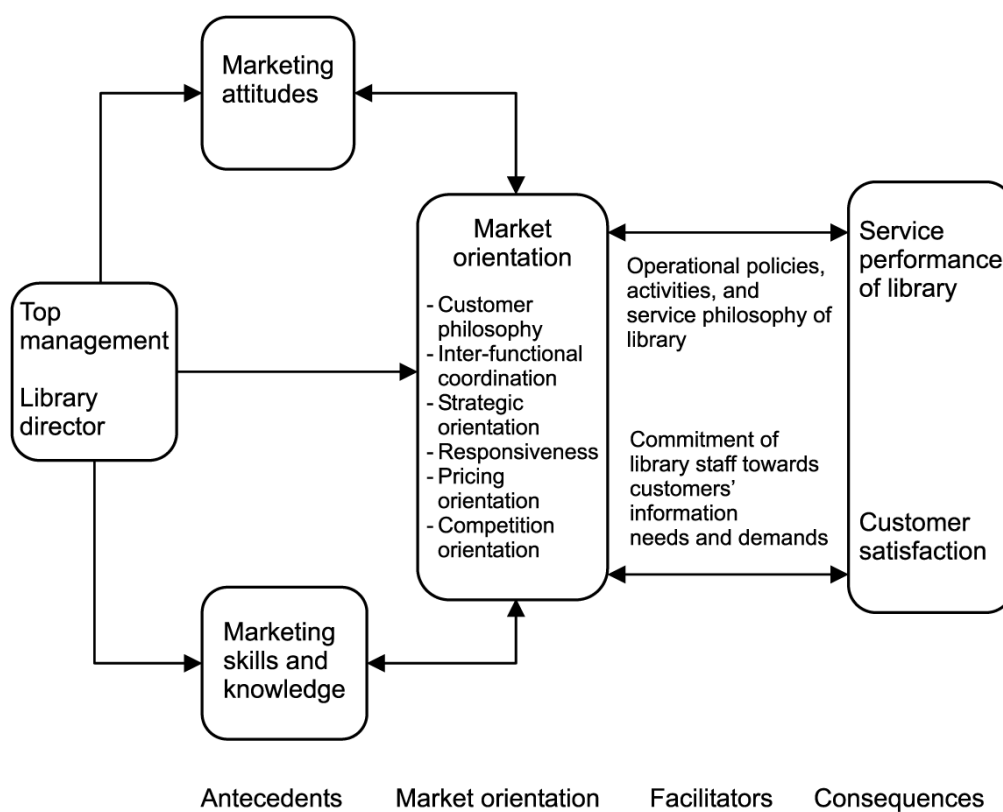


Figure 1: Model showing the linkages between critical components of the marketing culture of a library and its service outcomes. Source: Singh (2009:131)

The positive linkage between market orientation and service performance has been well established in the corporate literature since the early 1990s (Jaworski and Kohli, 1990, Slater and Narver, 1994,; 2003) although it has been suggested that this relationship holds across different industry sectors and national cultures.

2.2.1 Other theories and models examined

The researcher also reviewed the theory of the Gaps Model in service marketing (Parasuraman, Zeithmal, Berry 1985). This model, gives insights and propositions regarding customers' perceptions of service quality. The model positively emphasis

customer expectations but does not address the role that the information service provider plays in services marketing.

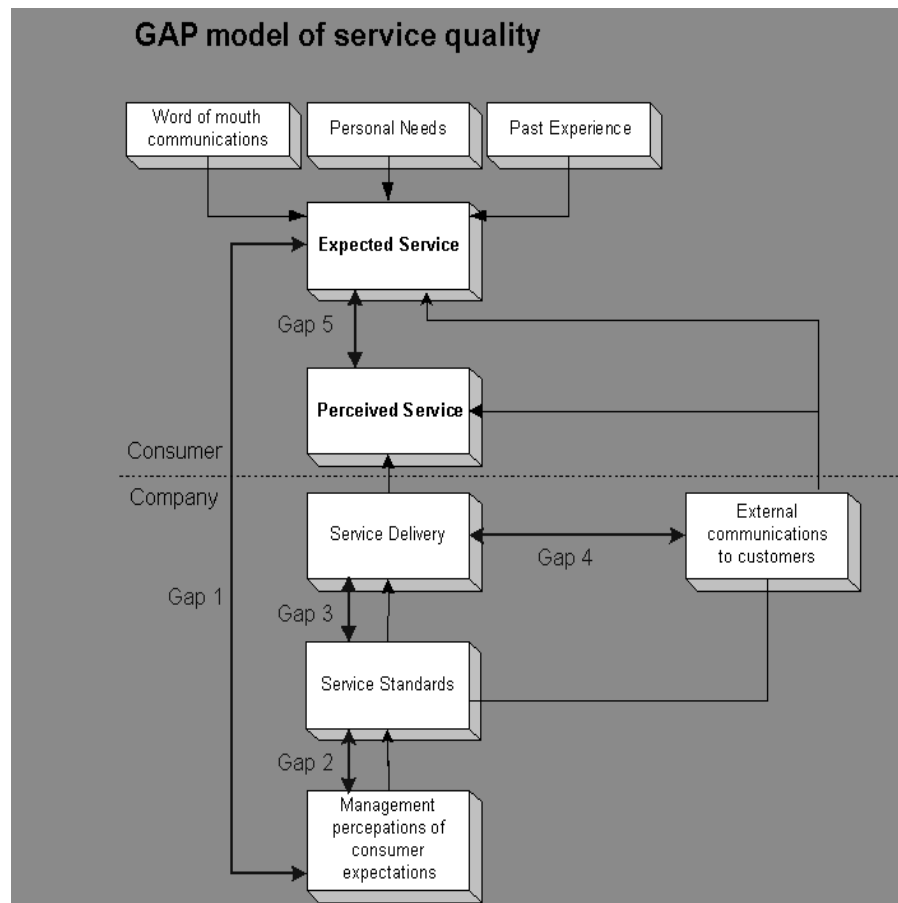


Figure 2: GAP model of service quality. Source: Parasuraman, Zeithmal, Berry (1985: 41)

Similarly, Sridhar (2007) provides a theory for marketing of services that like the gaps model, overlooks the contribution of information provider to marketing. Sridhar only lists the factors that the customers use to evaluate an information service as reliability; responsiveness; assurance; empathy; tangibility; competency and courtesy of the service personnel.

2.3 Market orientation in libraries

Market orientation” (or market-oriented behavior) is a popular term used by marketing practitioners as an indicator of the extent to which an organization implements the “marketing concept” (Kohli and Jaworski, 1990). Hence, a market-oriented library is one whose actions are consistent with the marketing concept.

The concept of marketing means a sufficient change in the traditional attitude of the librarians towards acquisition, organization, processing and retrieval of information. The basis of library services should be to help its users in solving their information gathering and processing needs. This the library can do only if it relies on systematic information collection and adjusts its organizational policies and procedures to the demands of the users. Under the marketing concept, the patron is the focus and not the librarian, for the patron is the reason for the library professionals being there. Marketing is concerned with customers and the satisfaction of their needs with appropriate products and services.

The modern approach to marketing implies that marketing is something that can be managed (Vranesevic et al. 2002) by putting customer satisfaction at the heart of everything a library does. A greater degree of market orientation corresponds to a greater level of achievement in the service effectiveness of the library services, the ultimate result being higher customer satisfaction.

The main focus of every library is customer service, which is another term for marketing (Nims 2009). Marketing is vital to the success and continued existence of a library (Siess 2003). Effective marketing provides the means by which users are made aware of the

services of the library and their value (Martey 2000). According to de Sáez (2002), significant sectors of the potential market for the library or information centre's services are probably not aware of all the services available or have no understanding at all of what is offered.

Wehmeyer et al. (1996) posits that many academic libraries are evolving from simply providing good customer service to developing a customer service plan. Developing such a plan requires an organization to scrutinize its operations and outcomes from the top down in terms of the needs of the user, to develop measurable and achievable objectives, and, most importantly, to convey this service pledge to the user.

Librarians must keep the needs and wants of their users in the forefront when planning services and programs. "Marketing can assist libraries in determining their future and in identifying quality products-services, programs, and materials" (Bushing 1995).

Strategic intervention is needed to adopt the marketing approach, for improvement in providing services to customers. Information has been considered not only as an essential commodity (Eagleton 1992), but also as a marketable commodity. Information products/services, like any other commodity, are demanded in the market and the demand is affected by factors like price, preference, income, expectations, populations, seasons, technology and price of other goods.

2.4 Marketing strategy

Armstrong and Kotler (2008), defines a marketing strategy as the marketing logic by which the business unit hopes to achieve its marketing objectives. All organizations that accept the marketing concept need a marketing strategy. The core of a marketing strategy is an analysis of the target market, or the people to whom the service is to be directed and creating and maintaining an appropriate marketing mix that will satisfy the target market. Thus according to Kaur and Rani (2008) the development of a marketing strategy involves managing two sets of variables:

- i. Those relating to selecting and analyzing a target market and
- ii. Those relating to the marketing mix: product, price, place and promotion.

2.4.1 Selecting and analyzing a target market

Kotler and Keller (2009) say that a target market is the part of the qualified available market the organization decides to pursue. Effective marketing requires prior analysis of the structure and behavior of target market and determining the actual and potential clients of the organization. This can only be achieved through:

- i. Market research
- ii. Market segmentation

Market research

Kotler and Gary (2008) define a marketing research as the systematic design, collection, analysis, and reporting of data relevant to specific marketing situation facing an

organization. The American Marketing Association defines marketing research as the activity that links the consumer, customer and public through information. It can help marketers to understand customer satisfaction and purchase behavior. It can also help to assess market potential and market share or measure the effectiveness of pricing, product distribution and promotional activities.

To carry out an effective market research, Best (2009) recommends the following steps:

- i. **Define the problem and the research objectives** –Research objectives should be **SMART** (i.e. Specific, Measurable, Achievable, Relevant and Time specific).
- ii. **Develop the research plan** – it is important to decide on the most effective way to obtain the necessary information. This will involve a number of activities, including:
 - Choosing the **sources of data** to be used - Primary, secondary or both
 - Choosing the type of **research instruments**
- iii. **Collect the information** –Improvements in telecommunications and the increasing use of computers have helped to reduce the number of errors and made it easier to record and store information.
- iv. **Analyze the information** – this involves turning the mass of data collected into meaningful information upon which decisions can be made.
- v. **Present the findings** – the precise format of the presentation and the level of detail required will need to be agreed in advance, as both will depend on the needs and wishes of those who commissioned the market research.

Market segmentation

Best (2009) defines a market segment as a specific group of customers with similar needs, purchasing behaviors, and identifying characteristics. Understanding why customers have different needs is helpful in determining how to divide a market into useful needs-based market segment. To establish the various information needs of different categories of users a market segmentation is mandatory.

Evan-Wong (1996) argues that market segmentation is based on the customer rather than the product/service. It has the goal of providing services that satisfy individual rather than a generalized service. It involves research to find out the quality of the library service and its contribution to the mission and the objectives of the parent organization, taking into account the various market segments and their needs.

The library should identify different types of users and prospective users in order to determining if there are information needs specific to each client group. If each target group needs different information or the same information but presented in different ways, this would impact on the kind of information collected. It will also impact on the services and the products developed from that information, and the way in which they are disseminated to target groups (de Saez, 1993).

The clients of libraries can be segmented in marketing terms in various ways. Examining users by age, profession, field of study, type of work, specific need, educational level, lifestyle, amongst many others, all help libraries understand their users and the services they need. In the case of a public library the market segment includes children, students,

professionals, lay people and the physically challenged such as those who are visually impaired. Library and information service should be tailored to meet the specific needs of each of the user group.

Nicholas (2008) and Cram (2005) are in agreement that when carrying a market segmentation, information professionals should determine the needs of each market segment that the library wants to target; how satisfied each of the targeted segments is with the existing library products and services; the benefits that the library want to offer to its target market (For example: increasing its usage among its present users, creating or acquiring new products for its current users, creating or acquiring new products for its potential users).

2.4.2 Marketing mix

Lee (2000) views the marketing mix as the blueprint for the development, implementation and evaluation of specific services and initiatives. The marketing mix consists of 4Ps (product, price, place and promotion). In the recent times the 4Ps have been extended to include 3 more Ps (People, Processes and Physical evidence).

These Ps help planners implement their marketing plans successfully (Grönroos, 1994)

Product

Product could refer to the various services offered by the library designed for specific user groups such as databases, information skills programmes, SDI activities, whose

quality depends on their usefulness to the users' information need designed for specific user groups (Hawcroft, 2005).

The quality of information products depends on their usefulness to the users' information needs. It is important that the librarian provides to users products and services that serve the unique user needs of each market segment. Implementing the marketing plans requires understanding of the concept of product life cycle, which implies that all products pass through four successive stages: Introduction; Growth; Maturity; and Decline (Figure 3).

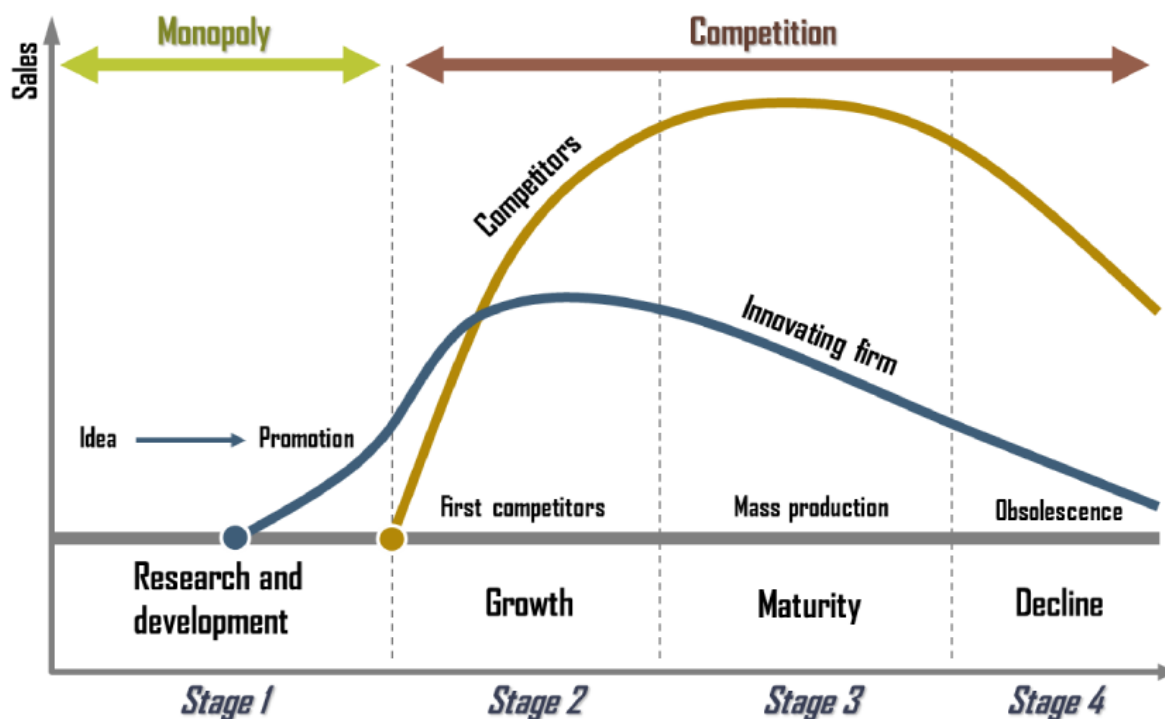


Figure 3: The product lifecycle. Source: <http://people.hofstra.edu>

The introduction phase is the initial stage when the product is first produced and is not yet known to potential users. A special effort must be made at this stage to advertise the new product. This would lead to the growth stage when the product achieves a wider distribution and use. During the third stage of maturity, the level of use of product stabilizes. The maturity stage may eventually lead to the fourth stage when there is a period of decline in the demand for the product. This decline may be caused by either new rival products appearing in the market or due to a change in users' preferences.

A decision regarding whether to introduce new products or to redevelop existing products can be made by identifying the particular stage in which the product is in its life cycle. The same decision can also be made by surveying information needs of library users, whereby the findings from such a survey would give an indication of the products which users require, but which are not represented in libraries.

Price

Price has been taken to refer not only to monetary cost of services but also to obstacles encountered by the users in accessing the service such as time spend, and unsuitable or user-unfriendly equipment or software (Weingand 1998).

Rowley (2002) recommends that any decision regarding the price of information services will obviously depend on the policy and financial strength of individual libraries concerned. If the libraries are financially weak and they cannot afford to offer their products free, then an alternative would be to charge customers a reasonable price for their products.

Noble (2008) is of the view that the final decision regarding the pricing of products can be made by comparing the estimated prices of the products with those charged by commercial organizations for the same products. This comparison is important not only to ensure that the prices charged by the libraries are attractive and compare favorably with those charged by their competitors but also to ensure that there is no frustration later by libraries losing customers to their competitors.

Libraries will therefore have to establish a price for their products which their users can afford to pay. In establishing such a price, consideration will have to be given to factors such as the ability of potential customers to pay the price; the size of the demand; analysis of the production costs and the impact of competition on the products.

The size of demand and the ability of customers to pay the price for the new products can be determined by surveying the number of users and potential users who would be interested in the new products; their per capita income; and their purchasing power (Shontz 2004).

This is echoed by (Leisner 2005) who further says that production costs can be estimated through the cost analysis method. Which involves the analysis of both the direct costs and indirect costs to be incurred in producing new products. The direct costs would include cost of staff time, materials and equipment required, cost of publicizing the products and cost of any outside assistance that may be necessary. The indirect or hidden costs would include administration and maintenance costs.

Some of the library services that are priced include use of the Internet, printing services, photocopying services, book binding services, inter library-lending services and overdue charges.

Place

“Place” refers to where, when and how new products will be made available to customers. It makes sure that they are available to users when and where they want them. This involves consideration of factors such as the opening hours of a library; the library’s geographical location; its physical environment; its method of displaying and distributing products; as well as the attitudes of its staff.

Location in relation to libraries has been viewed from several perspectives: First is the libraries ease of accessibility; Secondly is the convenience of the opening hours to the users; thirdly is the ease and speed by which the users can find their way around the library, the services and products as provided by the signposts; and last but not least is the physical environment and layout of the library which ought to be welcoming and attractive (Hawcroft 2005).

In addition, place has also been used to refer to the efforts the library makes to ensure increase in availability of information services to the target user groups. This includes channels of availability, coverage, locations, inventory and document delivery systems such as providing multiple copies of works in high demand or providing Web-based access to distance learners Best (2009).

Libraries must ensure that the right infrastructure is in place so that users can continuously seek information from the library such as the telephone, the Internet and intranet among others.

Promotion

Promotion includes all the activities undertaken by the library to communicate its resources and services to the target user groups through advertising, public relations and direct selling. The main purpose of promotion is to attract attention to the services offered and motivating people to use them (Wood, 1994).

Other benefits of promoting library services includes, increased usage, increased value in the library and the parent organization, educating the users and changing the negative perceptions that people could have concerning the library.

Promotion is done in a number of forms and media depending on the nature of the target audience and the promotional objectives. Librarians should use as many media as possible to market their information services so that they can reach many potential clients for example:

Publications include newsletters, leaflets and guides. (a) Newsletters can be a very useful tool for marketing and promoting library products and services. They can be used to: Introduce important relevant web sites; Publicize library holdings and library facilities such as CD ROMs and new software; inform users of the available online services; Alert the users of interesting developments or new acquisitions in the library. (b) Leaflets and

guides can be handed out to users and visitors of the library. They can also be displayed on permanent notice boards in the library.

Physical visits

Visiting potential clientele in their work places, offices, classes, and seminar rooms is an effective form of marketing library products and services.

Inter personal skills

Inter personal skills are an important tool for establishing strong personal relationships with the customers. The manner in which library staffs attend to customers in person or on the telephone has a great impact on the way customers perceive the library, and librarians.

Advertising

Advertising can be done through print or electronic media like newspapers, TVs and the radio. In a rural setting, the best medium of advertising a community information service is through a vernacular radio station.

2.5 Changing perspectives of the marketing mix

Lin (2011) suggests that modern marketing has supplemented the traditional marketing mix structure of “4 Ps” with three more “Ps” to give the “7 Ps” of marketing. The new additions to the marketing mix are People, Process and Physical Evidence without any generic order. They are mainly for the marketing of services.

People

The attitude of library staff must be pleasant. They must be approachable and easy to talk to. They must make the customers feel welcome and want to visit the library again.

The quality of interaction between the service agent and the customer is a major influence on satisfaction. The attitude and responsiveness of the staff can make a difference to the acceptability of the service experience, and the customer's evaluation of service quality Roberts and Rowley (2004).

Process

The service process needs careful design; it may include the way a library processes its materials and the systems that make these resources easily accessible to users. The library can also organize bibliographic instruction sessions to help the users understand the library systems and procedures in place.

Physical evidence

Roberts and Rowley (2004) are of the view that physical evidence is concerned with the physical surroundings from which a service is delivered and other tangible elements in a service episode. Physical evidence is important in service delivery, because it is usually the only tangible clues that the customer has about the quality of the service experience. Thus information services should pay attention to the presentation of staff, atmosphere, ambience and image, and to the design of premises.

2.6 Marketing in Academic Libraries

Martey (2000) recommends that the use of the library by academic community must be encouraged especially at a time when there is competition from other information providers. He observes that an effective marketing strategy directed at all segments of the market may encourage heavy use of the service which can lead to continued financial support for the library.

He suggests the following marketing strategies for academic libraries:

Informing and cultivating policy makers

Martey is of the view that those who fund and make library policies must be well informed on all the activities, products and services of the library and must be encouraged to use the services of the library.

Creating and enhancing the image of the library

Corporate identity and corporate image are important for academic libraries. Corporate identity is the way the organization sees itself and corporate image is the way the customer perceives the organization. Since the library is operating in a competitive environment, activities that are likely to dent its image and turn potential users away from the service must be avoided Gronroos (1994).

Personal selling

All professional librarians must become salesmen/women for the library. They have got to interact and socialize with the academic community at coffee places, senior common rooms e.t.c. Such interactions can elicit information about customer requirements, and also permit the Librarian to explain the library's products and services and how these can meet the customer needs (Rowley 1998).

Publicity and public relations

Librarians should use this strategy to promote themselves, their libraries and the services that the libraries provide. They can do this by writing articles about specific projects in their libraries on in-house newsletters or E-mail notifications about the activities of the library. The same information could also be posted on the notice boards.

Sales promotion

Once in a while the academic library may have a rare opportunity to bait users. For instance, after weeding their collections, Librarians can invite academic staff to choose items that may be useful to them and these could be given for free. The idea is to get them to interact with the library and its products.

Product/service

The library's success depends upon the quality and excellence of its products Bushing (1995). Quality, she continues, may mean different things to different people, but to the

information provider it may be the benefit that the user of the information derives from the information that has been provided with or the value he/she places on it.

It is paramount that academic libraries provide current, relevant and timely information to users. They need to do a market research on regular basis to adequately provide information that meets the needs of the users.

Customer/user

Weingand (1998) has described marketing as a process of exchange in which “elements” of value are exchanged between a producer and a consumer and which begins with a community analysis to determine the needs of the consumers and ends with the library’s communication to the community relating the products created to respond to those needs.

A customer orientation toward marketing is recommended by Kotler and Andreasen (1991) to enable libraries to determine the perceptions, needs and wants of target markets and satisfy them through the design, communication, pricing and delivery of appropriate and competitively viable offerings.

2.7 Information Services marketing in the digital environment

Technological advancement has ushered a great change in the knowledge economic sector. Mishra (2010) observes that the way people communicate the process of information collection, organization and dissemination is crucial for providing the right information to the right customer (user) at the right time in a customizable, personalized, and collaborative way.

Gupta (2012) recommends that some of the recent technological developments that libraries can use to create new forms and sources of information as well devise new ways of providing information include:

- i. Blogs and websites
- ii. Social media

Blogs and websites

Zanin-Yost (2011) defines a blog (short term for web-log) as a discussion or informational site published on the World Wide Web and consisting of discrete entries ("posts") typically displayed in reverse chronological order (the most recent post appears first). The library can create a blog for communicating with users on new acquisitions, new staff, and upcoming events among other issues. Unlike a website, a blog allows users to evaluate and give feedback to the library on whether or not they are satisfied with the services. Nevertheless, a library website can offer the library the opportunity for:

- i. **Interaction with the library catalog.** The ability to go online and log in to one's library account to renew or request items is often provided to patrons.
- ii. **Gateway to electronic resources.** Libraries may organize the various periodical indexes, electronic reference collections, and other databases they subscribe to so that patrons can locate them more easily.
- iii. **Accessing library database remotely.**
- iv. **Library tutorials.** Another opportunity for posting documents and interactive tutorials that can help users make use of the library; both in-house and remote

patrons can benefit from reading, listening, or watching explanations on how to choose and use electronic resources or how to renew a book, and other library functions

- v. **Virtual reference.** Its intent is to allow remote patrons to connect with library staff and have their questions answered. Some methods, such as e-mail or Instant Messaging (IM), are inexpensive (Ju Wenhong 2007).

Social Media

Cuiying (2011) suggests that social media provides more opportunity to reach out to the library user community, target specific audiences, and give them a chance to interact with the library. It allows users to create, connect, converse, contribute, vote and share information.

Different applications of social media are helpful for marketing library services among online community. Bhatti and Khan (2012) are of the view that libraries can market their different programs conferences workshops by uploading their videos on the YouTube. They can also share and upload the pictures of different library events and services by using Flickr.

RSS can be used to market library services in a university library among distance learners. With the help of RSS, libraries can republish and syndicate the contents on the Web. Twitter and IM (Instance Messaging) can be used by libraries to provide reference/research services (Lin 2011).

Mishra (2010) urges Librarians to make use of Professional Networking sites, like LinkedIn to create professional connections and to market library services among other professionals working in different libraries of the world and also solicit their ideas and professional experiences.

Gupta (2012) advises that with the help of Facebook, twitter and foursquare, libraries can advertise their different upcoming events and share the information about their new arrivals and editions of books among other marketing activities.

Social media is helpful in assessing information needs of online users and helps libraries to get closer to the users. It is a fine tool for marketing library services among new generation users and to creating user-centered libraries.

2.8 Summary

Review of literature shows that information services marketing requires analysis of customer needs and ways of satisfying those needs for the mutual benefit for customers as well as the provider of the products and/or services. However, it indicated scarcity of literature specific to marketing attitudes, skills and knowledge, which foster or discourage a market orientation in our libraries.

This research will look into all the variables that strengthen or weaken the relationship between market orientation and service performance in our libraries, thus create value for stakeholders, and the key stakeholder is the customer. The next chapter describes the methodology that was used to address the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Cooper and Emory (1995) defines research methodology as the section of a research in which the methods to be used are described. This is echoed by Kothari (2004) who describes research methodology as a way to systematically solve the research problem. The study sought to assess GRL marketing strategy and propose strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate information services. This chapter examines the research design; research strategy; the population of the study; sampling; sample size; sampling procedure; the data collection instruments; validity and reliability of the research instruments; data analysis, presentation and interpretation and the ethical considerations.

3.2 Research design

Saunders, Lewis and Thornhill (2007) say that a research design is the overall conception of study including description of all concepts, variables and categories, the relational proposition and the methods of data collection and analysis. Kothari (2004) recommends that a research design is important because it stands for advance planning of the methods to be adopted for collecting the relevant data and the techniques to be used in their analysis keeping in view the objectives of the research and the availability of staff, time and money. Research has been classified into two broad categories: qualitative and

quantitative research. This study used the qualitative research paradigm to inform its approach on research strategy and methods.

3.2.1 Qualitative research

The researcher used qualitative research because it best explains human behavior. To assess Grace Roles Library marketing strategy, it was necessary to examine the values, opinions, attitude and perception of the library staff and users towards marketing of information services in their natural environment. While this is inclined to a qualitative approach, aspects of inclusion to a wider respondent was found to be significant if the study was to obtain an informed and more inclusive understanding of the problem area and therefore quantitative aspects were deemed also necessary.

Qualitative research has the ability to provide complex textual descriptions of how people experience a given research issue. Mugenda and Mugenda (1999) observe that it provides information about the “human” side of an issue – that is, the often contradictory behaviors, beliefs, opinions, emotions, and relationships of individuals. This is critical in investigating the library user’s judgment on the quality of the products and services rendered and the library staffs attitude towards library and information services marketing.

Cooper and Schindler (2008) posit that qualitative research design includes designs, techniques and measures that do not produce discrete numerical data. More often the data are in the form of words rather than numbers and these words are often grouped into categories. On the other hand quantitative research includes designs, techniques and

measures that produce discrete numerical or quantifiable data. Thus, the words used by both library staff and users were used to measure the library's level of market orientation.

The use of a qualitative research design produces findings that were not determined in advance and produces findings that are applicable beyond the immediate boundaries of the study. Additionally, it seeks to understand a given research problem or topic from the perspectives of the local population it involves. Hence the suitability of this design to explore the marketing activities that are unique to GRL and which can be generalized to other academic libraries.

3.3 Research method

Case study approach was selected because of the interest in understanding the marketing dynamics that are unique to this library notwithstanding the similarity that may exist with other related libraries in the country with regard to the subject under investigation. This approach permits in-depth investigation of a particular environment.

3.4 Population of the study

Sekaran (2004) explains that a study population refers to the entire group of people, events or things of interest that the researcher wishes to investigate.

The study population here constituted the Nazarene University community comprising of graduate and undergraduate students; academic, administrative and library staff.

3.5 Sampling size

Cooper and Emory (1995) observe that the basic idea of sampling is that by selecting part of the elements in a population conclusions may be obtained about the entire population.

Sekaran (2004) echoes this view and says that a sample is a subset of the population. It comprises some member selected from it. By studying a sample the researcher is able to draw conclusion that is generalizable to the population of interest.

Out of a population of approximately 1000 people, this study proposed to sample 100 people. Given that this is a qualitative research, a sample size of 100 was thought to be sufficient to obtain reliable, yet rich data. In addition, working with a sizeable number has been shown to reduce on overall research fatigue and consequently fewer errors at the data collection stage.

3.6 Sampling procedure

Sampling procedure refers to the techniques or design the researcher adopts in selecting items for the sample. Saunders, Lewis and Thornhill (2007) identify two major sampling designs: probability sampling and non-probability sampling. In probability sampling the elements in the population have some known chance or probability of being selected as sample subjects giving equal chance to all members of the population. In non-probability sampling the elements do not have a known or predetermined chance of being selected as subjects. Often they are chosen on the basis of a desirable attribute that may be deemed to add value to the research. This study therefore used a non-probability sampling.

Cluster sampling was first used to subdivide the population into four groups namely: students, academic staff, administrative staff and library staff. To give a more representative sample, purposive and random sampling was then used to select academic staff; administrative staff; and library staff. Purposive and random sampling technique was considered to be appropriate to obtain an information rich sample that is relevant for in-depth study of the research problem.

In the academic staff cluster, the researcher purposively selected 10 heads of department. Random sampling was then used to identify two other respondents from each department. Heads of departments were chosen because they possess key information on the general overview of their departments, new programs to be introduced among other vital information.

Purposive sampling using staffs' personal file numbers was used to select 20 long serving administrative staff that included 8 senior finance officers, 6 senior staff from the DVC Academic office and 6 assistant registrars. It was assumed that these respondents would give data that relates to the past, current and future resource allocation for the library and the general overview of the users' attitude towards library's products and services. Given that this was a cross-sectional study that required knowledge of the past experiences, it was important to add criterion of long serving employees (those who had worked for over seven years).

The researcher purposively chose 10 senior library staff that were heads of the various library sections. These were not only members of the decision making team, but they also represented the perspectives of the various wings and activities of the library.

The researcher identified 5 students from each of the 10 departments. Convenience sampling of 5 students per department was used based on their availability and willingness to participate. The students were expected to inform the study on issues that motivated or deterred them from using the library, the products or services of preference, the responsiveness of the staff to their needs among other information.

This was the target sample size at the time the researcher set out for data collection. However, flexibility based on “saturation point” was ultimately used as the decisive determining factor.

Table 2: Study sample size

Cluster	Sampling method	Population number	Total sample size (n=100)
Academic staff	Purposive	56	30
Administrative staff	Purposive	84	10
Library staff	Purposive	25	10
Students	Convenience	835	50
TOTAL		1000	100

3.7 Data collection instruments

A mixed data collection design that employed both qualitative and quantitative data collection tools was used.

3.7.1 Questionnaires

According to Sekaran (2004) a questionnaire is a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives. Kothari (2004) observes that questionnaires have low cost even when the universe is large and is widely spread geographically. Large samples can be made use of and thus the results can be made more dependable and reliable.

The research intended to collect in-depth qualitative data however, some clusters were large. Thus, questionnaires an approach associated with quantitative design were used to collect data from these larger clusters. However to enhance the capacity of the questionnaire to elicit in-depth information open-ended questionnaires with very few closed ended questions were used. They were administered to the students, administrative and academic staff who formed 90% of the sample size.

It was necessary to give the respondents time to give well-thought and unbiased answers. Questionnaires were also the most appropriate tool for collecting data from senior administrative staff many of whom were not easily approachable. Research has shown that questionnaires can be used in qualitative research to obtain information from large clusters and respondents that are not easily accessible Woods (2006).

Cooper and Schindler (2008) suggest that the questionnaire has low rate of return, a possibility of ambiguous replies and it is a slow method of data collection. To overcome these weaknesses the researcher personally distributed the questionnaires and agreed with the respondents dates of collection; each questionnaire was accompanied by a letter showing the purpose of the research and indicating to the respondent how they would benefit for cooperating in the research. (See Appendix i)

The information that was sought from the questionnaire included personal information that was relevant to this study; how library services were delivered; marketing practices; and their perception of the role of library staff in information provision. A sample of the questionnaire is attached (see Appendix ii).

3.7.2 Interview

Cooper and Schindler (2008) observe that interview is a phone, in-person or video-conference communication approach to collecting data. Kothari (2004) notes that the interview method has many advantages amongst them is their generation of more information that is in greater depth, the collection by the interviewer of supplementary information about the respondents' personal characteristics and environment, which is often of great value in interpreting results, and the possibility for catching the informant off guard and thus securing the most spontaneous reaction than would be in the case of questionnaires.

However, the interview method is expensive and time consuming especially when dealing with a large and widely spread geographical sample. The researcher used

unstructured interviews to obtain in-depth information for the study and was able to restructure questions to ensure that the questions were well understood. The interview method enabled the researcher to collect meaningful data from the non-verbal communication on the part of the library staff regarding their attitude towards, and involvement with marketing of the library services and products.

The interview method was very appropriate to gather data from library staff since the researcher aimed at attaining a deeper and better understanding of GRL marketing orientation. Of more significance was the fact that the research centered on assessing GRL marketing strategy. The librarians' role in this regard was key, consequently the need to collect in-depth details from this category of respondents (see Appendix iii).

The information that was sought from the librarians included the kind of information services offered by the library; how they identified the information needs of their users; marketing techniques used by the library; how they acquired the resources that are vital for marketing and how they executed the marketing mix.

3.8 Validity and reliability of research instruments

Cooper and Schindler (2008) define validity as a characteristic of measurement concerned with the extent that a test measures what the researcher actually wishes to measure and that difference found with a measurement tool reflect true differences among participants drawn from a population. Saunders, Lewis and Thornhill (2007) explain reliability as the extent to which data collection techniques or analysis procedures yield consistent findings. This can be assessed by posing the following three questions:

Will the measures yield the same result on other occasions? Will other observers reach similar observation? Is there transparency in how sense was made from the raw data?

To ensure validity and reliability of the research instruments, various strategies were used including:

3.8.1 Use of experts

The researcher used 10 senior librarians who had done a similar research in different libraries in Kenya. The researcher had also been referred by GRL university librarian to other librarians who were involved in information services marketing in their libraries. This was done to ascertain whether the instruments were accurate. These experts were in agreement that the data collection instruments would elicit the needed information.

3.8.2 Pilot study

Mugenda and Mugenda (1999) define a pilot study as a preliminary test of a questionnaire or interview schedule. It helps to identify problems and benefits associated with the design. It also helps the researcher to get a better understanding of the frame of reference relevant to the questionnaire and question wording.

To carry out a pilot study the researcher used 20 respondents who were not part of the sample size to avoid getting bias responses at the time of data collection. Questionnaires were administered to eight students; four academic staff; four administrative staff. The researcher interviewed four library staff on the same topic to ensure that the responses were consistent.

Question 6 in the questionnaire sent to library users' (see Appendix ii) was changed after the pilot study. Initially it was an open ended question. Some respondents were not clear on the information services that the researcher was referring to. Consequently, the question was structured and choices were provided for respondents to select.

The purpose of the pilot study was to find out if the responses were in line with the research objectives and how well the research instruments were understood by respondents.

3.8.3 Triangulation

Though the research was qualitative, in addition to the interview method, a greatly open-ended questionnaire was administered to multiple clusters (students, academic and administrative staff) to ensure that the results from the respondents as a measure, in part, of the reliability and consistency of the responses.

3.8.4 Literature review

The questions in the instruments were compiled out of rigorous literature review and they included issues that emanated from the literature and which were relevant to the study.

Review of literature showed that information services marketing required an analysis of customer needs and ways of satisfying those needs for the mutual benefit of the customers as well as the provider of the products and/or services. Thus the questionnaires administered to library users sought to measure their levels of satisfaction with the library products and services.

The review also, pointed out insufficiency of literature specific to marketing attitudes, skills and knowledge, which foster or discourage a market orientation. Thus the interviews conducted with library staff sought to obtain this information.

3.8.5 Data collection instruments

Reliability was also measured by asking the same questions in different ways to find out if the instrument captured the same information. For example, in the interview schedule, library staff asked were asked questions 8 and 13 (see Appendix iii).

3.9 Presentation, Data analysis and interpretation

Data analysis usually involves reducing accumulated data to a manageable size; developing summaries; looking for patterns; and applying statistical techniques.

Qualitative data analysis was done by establishing patterns, trends and relationships from the information gathered through content analysis. Quantitative data analysis was done by use of descriptive statistics, frequency tables and charts.

3.10 Ethical considerations

Creswell (2009) observes that the purpose of the study needs to be explained to the participants and or to any sponsorship. He further says that there is a need to make sure that the research benefits the individuals participating in the study. Ethical issues in data analysis and interpretation must include protecting the anonymity of participants, safe keeping of the data, the ownership of the data, and provision of accurate account of the information. He cautions that the researcher must ensure that the study does not cause

any physical, psychological, social, economic or legal harm to the participants. All these issues were put into consideration in the study.

An informed consent letter (see Appendix I) accompanied each questionnaire to the respondents giving clear explanation as to the purpose of the study and how the respondents would benefit by cooperating. The researcher ensured that the interviewees were at ease during the interview process. At the beginning of the interview, the purpose of the interview was clearly explained to the participants. Interviewees were allowed some degree of control over the data collection process. Names of the respondents were not required for the study. The staff needed to shield their identity because in providing accurate information, they did not want to appear to oppose the university management decisions. The researcher acknowledged all references used and maintained originality of the work.

3.11 Summary

A qualitative research strategy was used for the study. A case study approach was selected to assess marketing practices that are unique to GRL. The study population constituted the Nazarene University community comprising of students; academic, administrative and library staff. Out of a population of 1000 people, the study used a sample of 100 people. Non probability sampling was employed. Cluster sampling was first used to subdivide the population into four groups namely: students, academic staff, administrative staff and library staff; thereafter purposive and random sampling. A blend of qualitative and quantitative data collection tools was used. The study incorporated the

use of experts, a pilot study, triangulation and literature review to test the validity and reliability of the research instruments. A combination of qualitative and quantitative data analysis was done as detailed in Chapter 4. The next chapter presents, analyses and interpretes the findings of the study.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

4.1 Introduction

The study sought to assess Grace Roles Library marketing strategy and propose strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate library services. The study used qualitative research paradigm to inform its approach on research strategy and methods. Data was collected through questionnaires distributed to students, academic and administrative staff and interviews conducted with library staff.

This chapter represents the findings of the study as provided by the four clusters of the study sample namely: students, academic, administrative and library staff totaling to 100 respondents. Qualitative data analysis was done by establishing patterns, trends and relationships from the information gathered through content analysis while quantitative data analysis was done by use of descriptive statistics, frequency tables and charts. Responses from the questionnaire and interviews have been integrated, presented and discussed as per the objectives irrespective of the cluster group.

4.2 Profile of the respondents

Since the sample was not heterogeneous users were classified broadly into three representative clusters namely; students, academic and administrative staff. The students

constituted 50% of the total respondents while academic, administrative and library staff 30%, 10% and 10% respectively (Fig 4).

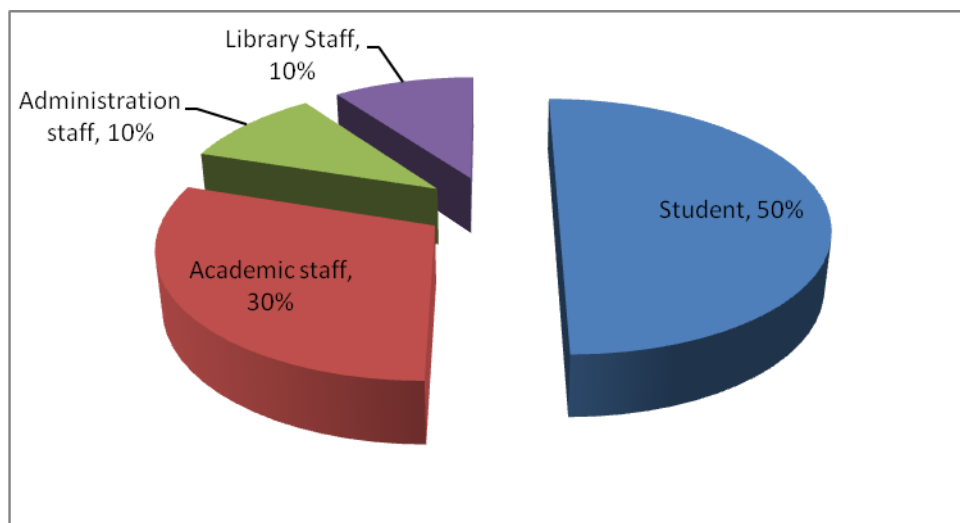


Figure 4: Study population by different user group

Figure 4 describes the actual sample size used for the study. The researcher obtained 100% response rate from the targeted sample in all clusters apart from the administrative staff, who at the 10th respondent reached saturation point. The researcher had targeted 20 administrative staff.

4.2.1 Specialty, qualification and length of stay at the University of Library Users

The length of stay at the University of the respondents was considered a determinant factor in choosing persons who were conversant with the usage of library products and services. The study revealed that 64% of the population had been at the university for at least 2 years while only 2% had been at the university for less than a year (Fig 5). This

was an important criterion when selecting academic and administrative staff. Overall, this implies that majority of the respondents have had fairly adequate time to familiarize with the library services and sources. However, this did not discriminate students by year of study.

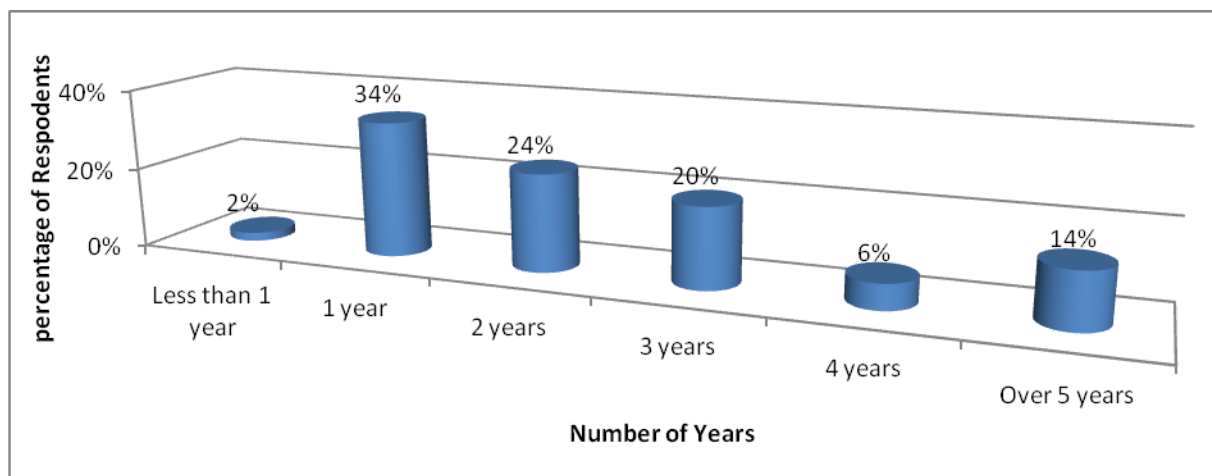


Figure 5: Respondents by their length of service at the University

Regardless of the type or size, all library users are diverse. Their information preferences and information seeking habits differ due to many factors; some of which include their specialty and levels of qualification. Consequently, the researcher sought to find out the areas of specialty of the library users except the library staff. Respondents in different areas of specialization made different levels of usage of different range of library products and services. This information was important in determining the appropriate marketing mix strategies for various clusters. Specialty for students was denoted by their field of study while for staff it is was their area of professional practice (Table 3).

Table 3: Respondents' areas of specialty

Area of Specialization	No of respondents	Percent
Information	26	29%
Finance	23	25%
Management	15	17%
Marketing	8	9%
Theology	8	9%
Counseling psychology	2	2%
Entrepreneurship	2	2%
Law	1	1%
Did not answer	5	6%
Total	90	100%

4.3 Extent of market orientation of Grace Roles Library

According to Singh (2009), market orientation means that the library must in accordance with its objectives, identify who their target users are, design and provide products and services that suit their specific needs. The staffs' skills, knowledge and attitude regarding marketing of information services determine the extent to which they will market their services. The customer is key, and the library must have the customer in mind in all operations including selection, acquisition, processing, storage and dissemination of information. It must be responsive and focused on the needs of users. It should take competitive advantage over other information providers by proving superior products at reasonable pricing.

Objective 1 sought to determine the extent of market orientation of Grace Roles Library. Both the library user and staff were asked to present their opinion regarding the market orientation of the library. The users were asked the following questions: How often they visited the library and issues that deter them from optimum library usage; Their preferred range of library products and services; How library products and services are delivered to them; How they learnt of new products and services; Other information sources apart from GRL that they used; Channels that GRL used to determine users' information needs.

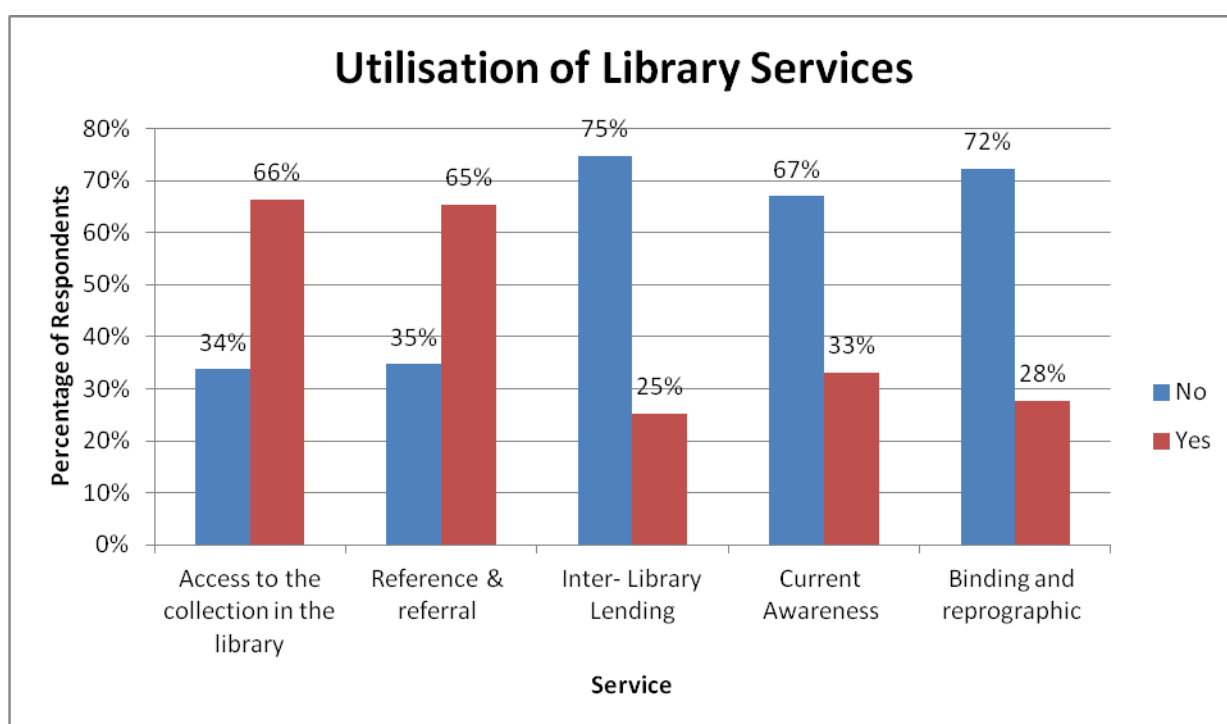
To the library staffs, the following questions were used to elicit the needed information. If they had attended any marketing training related to library products and services; The range of library products and services provided by the library; Methods that they used to identify information needs of their clients; Their view of the need to market library products and services; If the library organizes a marketing research; If the library organizes for any training to equip the staff with marketing skills.

Responses to these questions provided the indicators that were used to measure the extent of GRL's market orientation. They include: The general utilization of all products and services; how pro-active the library was with regards to marketing; her competitiveness in the technological era and; the library staff's skills and attitude to marketing.

The first indicator was the general utilization of library products and services. The most preferred library services were the general access to the library collection in the shelves, and reference and referral services at 66% and 65% respectively (Fig 6).

The least used service was Inter-library lending at 25%. Current awareness, binding and reprographic services had a very low usage of less than 40%.

Although all the respondents make use of all the library products and services offered, optimum utilization has not been achieved. None of the services had a usage above 70%



(Fig 6).

Figure 6: General utilization of library services

Apart from Inter-library services, the academic staff made better use of all the other library services than the rest of the study population (Fig 7).

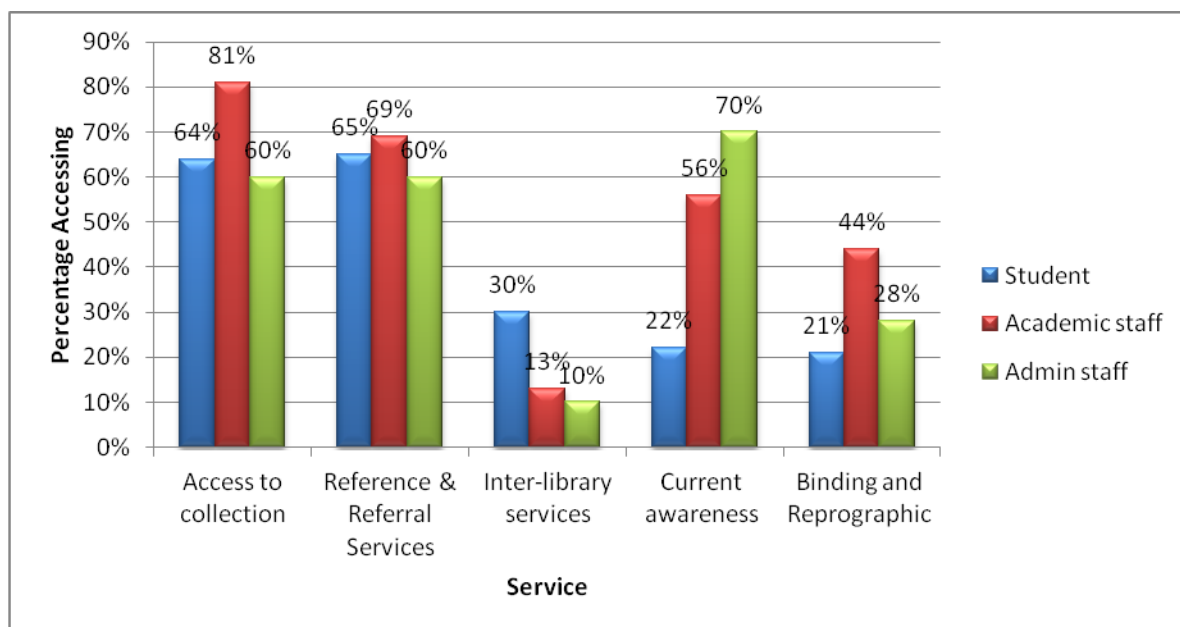


Figure 7: Usage of library services by different user categories

Daily usage of the library was highest amongst the students at 55%. At the end of each month 99% of the students had used the library while within the same period, 94% of the academic staff had visited the library. However, it was noted that the administrative staff had the highest percentage of people who had never used the library at 13% (Table 4). This further explained the library's inadequacy to respond to her user needs because if it was well stocked with resources that were satisfactory to her clients, probably daily usage by all the user categories would be above 70%.

Table 4: Usage of the library by different user categories

User Group	Often your visit library				
	Daily	Once a week	Twice a week	Monthly	Never
Student	55%	64%	89%	99%	1%
Academic staff	50%	75%	81%	94%	6%
Administration staff	22%	44%	66%	88%	13%

When asked to state problems that they encounter while using library services, only 87% respondents gave feedback. Over half of the respondents from each category (52% of the students, 64% of the academic and 50% of administrative staff) concur that the greatest hindrance to information access is inadequate information resources (Table 5). This was an indication that although the library was assumed to be fairly well stocked, the collection was not customer oriented thus did not adequately satisfy user needs as discussed in the problem statement.

Table 5: Hindrances to information access

		Library User Group			Total
		Student	Academic staff	Administration staff	
Problems encountered when accessing the Lib	None	18%	0%	25%	16%
	Insufficiency of required materials/books	52%	64%	50%	54%
	Few computers, low or no internet	10%	14%	13%	11%
	Limited loaning period	7%	0%	0%	5%
	Inadequate library space	3%	0%	0%	2%
	Check up at the main door	3%	0%	0%	2%
	Arrangements of books in the shelves	3%	7%	13%	5%
	Crucial areas closed early	0%	7%	0%	1%
	Few staff hence takes time to be attended to	3%	7%	0%	4%

The library lacks an optimum utilization of all its products and services since none of services obtained at least 70%. There was an indication from users that the products and services were inadequate. Thus, the collection may not have been customer focused.

The second indicator was the library's pro-activeness to marketing. 90% of the library staff reported that the library does not plan for the marketing exercise and that the library has never done a deliberate marketing research. One of the staff said,

"We have never planned for the marketing exercise; we do it when there is need".

This confirms that the library is not keen to continuously market her products and services. In table 6 when asked how the library finds out the information needs of its customers, 58% of the respondents gave feedback while the rest did not. 70% of those that responded said that the library has never used telephone conversations to find out their needs, 62% said that they have never had any interviews sessions with librarians and 51% said that questionnaires were never used.

The E-mail that was used weekly at 50% scored fairly well as the most frequently used means of investigating user needs in addition to personal visits by users to the library at 53%, where users make known their needs to librarians as shown by table 6. Nevertheless, GRL is not enthusiastic to carry out a regular information needs analysis because none of the channels scored at least 70% weekly.

Table 6: Channels that the library use to investigate user needs (n=58%)

Mode	Never	Weekly	Monthly	Yearly
Bulletin	34%	21%	30%	15%
Questionnaires	51%	6%	16%	27%
Interview	62%	14%	8%	16%
Telephone	70%	17%	11%	2%
E-mail	22%	50%	21%	7%
Personal Visit	28%	53%	13%	6%

When asked how they gave feedback to the library, Fig 8 illustrates that 90% of the library users did this by personally visiting the library.

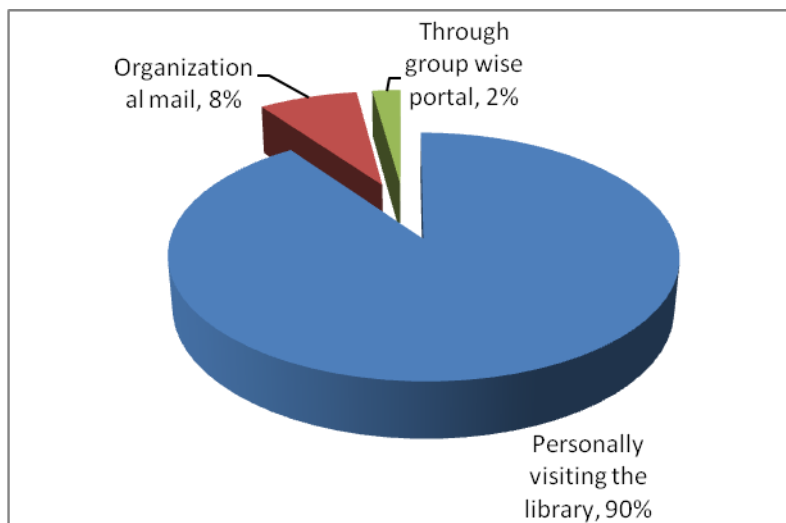


Figure 8: How the users interacts with the library

The library seems to use a mix of both conventional and contemporary approach to interact with customers. However, many avenues that the library could use to find out her customer needs have not been fully explored. This is in agreement with the research assumption that the library does not use effective marketing strategies to promote her resources and services as shown in table 6 pg 58.

Thirdly the library's competitiveness in information provision was used to gauge her market orientation. 97% of all the respondents used the internet as their alternative source of information (Fig 9).

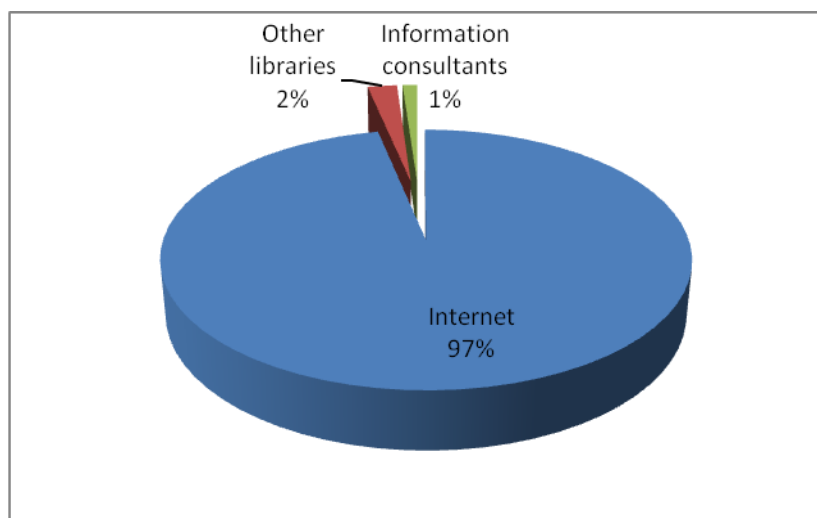


Figure 9: Library competitors

100 % of the lecturers and 95% of the students said that apart from the library, they use the Internet for their information needs (Table 7).

Table 7: Other information providers used by different clusters

Information Source	Library User Group		
	Student	Academic Staff	Administration Staff
Internet	95%	100%	100%
Other libraries	3%	0%	0%
Information consultants	2%	0%	0%

Consequently the library may lose her market share to the competitors. This is in agreement with Lwahabura, Dulle and Mulimila (2006) who observed that information technology has brought diverse avenues to information access and retrieval. The library must therefore be alert in regard to her user needs and stop assuming that “libraries are the natural places to which to turn to fulfill ones information needs” as noted by Leisner (2005).

The fourth indicator used to measure the library’s market orientation was the library staff marketing skills and knowledge. 80% of the library staff said that they had not attended any training related to library or information services marketing. Although not directly obtained from these findings, one can infer that the lack of training may have led to the staffs’ inability to appreciate the rationale for marketing the library products and services. Consequently this may have contributed to low levels of exposure and usage of the library as depicted in fig 6 pg. 54. Note that the highest used product by all the user groups is access to the materials on the shelves at 66%.

The study’s theoretical framework is based on Singh (2009) model of information services marketing (fig.1 pg. 18). According to this model marketing skills are crucial for understanding customer needs and competitors' offerings, and for creating and communicating organizations' superior offerings.

GRL is characterized by a moderate market orientation. There are inadequate marketing strategies that targets specific market segments. The library needs to adopt a proactive market orientation. It does not seem to reach out to her customers and only interacts with

the customer at the point of service. Consequently the library does not address the latent needs of customers—that is, opportunities for customer value of which the customer is unaware.

4.4 Extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy

Objective two aimed at finding out the extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy.

Tang and Weiwei (2007) describes corporate image as the consumer's response to the total offering. He defines it as the sum of beliefs, ideas, and impressions that a public has of an organization. It is related to business name, architecture, variety of products or services, tradition, ideology, and to the impression of quality communicated by each person interacting with the organization's clients.

To determine this objective library users were asked the most prevalent channels that the library used to interact with them and to promote new products and services while the library staffs were asked how ANU's customs, values or beliefs inspire them. Responses to these questions provided two key parameters that were used to measure this objective namely; ANU's values and customs; the library's mode of information dissemination.

The first parameter used to measure the extent to which ANU's corporate identity and image influences the library's marketing perception and strategy was the inspiration that the institutions values and customs have on information provision. ANU is associated

with providing a holistic education in a Christian environment, promotes research and technology and thus, the library provides resources to ensure that this image of the institution is maintained. The university has two chapel services on Tuesdays and Thursdays from 10.00 AM to 12.00 Noon every week. During these services the library creates awareness by announcing new products and services that might have been acquired.

The vision of ANU is to provide holistic education that develops individuals in three areas of their life; character, competence and community. As a result, the library has developed a section that houses information on the Maasai culture which is the community that surrounds the university. A library staff said that

“To demonstrate to her customers that the library values the community, the library has developed a Maasai collection of literature that promotes the Maasai culture.”

90% of the library staff agrees that the library’s initiative to create the “Maasai collection” has created an outstanding reputation with the university stakeholders’ especially Nazarene missionaries from USA who have continuously given donations in cash and textbooks to the library.

90% of the library staff indicated that at least 40% of the library collection is based on Wesleyan Christian theology. This is because the university evolved from Nazarene Bible College and has continued to be sponsored by the Church of the Nazarene.

Therefore, the university's Christian orientation has influenced the library's CAS which is done during chapel services and her collection development policy.

The second parameter was the library's mode of information dissemination. When asked about this, 78% of the respondents said that the library uses E-mails to communicate with them as shown in table 6 pg 58. 95% of the students and 100% of both academic and administrative staff used the Internet for web-based information resources as shown in table 7 pg. 60.

90% of the library staff reported that because the university values research, the library had made great strides in providing information in electronic formats. This was summed up by one respondent's remarks that,

"The only way that the library has been able to sufficiently satisfy the faculty's need for current literature is through online journal subscriptions."

The university's technological culture has impacted positively on the way the library promotes her products and services and her preferred modes of information dissemination.

The University's mission and vision plays a critical role in collection development for the library. Although the library has done well to progress the image that the university community and stakeholders have of the institution, there is need to develop her own identity / brand that is in harmony with the university's core academic values.

4.5 Segmentation of the clientele and services of GRL

Objective three was to identify appropriate variables that could be used to segment the clientele and services of GRL.

Best (2009) states that a market segment is a specific group of customers with similar needs, purchasing behaviors, and identifying characteristics. Further he says that a true market segment meets all of the following criteria: it is distinct from other segments (different segments have different needs), it is homogeneous within the segment (exhibits common needs); it responds similarly to a market stimulus, and it can be reached by a market intervention.

To achieve this objective respondent were asked their areas of specialization and the information services that they preferred. Library staffs were asked the information services that the library provides.

Responses to these questions revealed varying levels of information utilization of different products and services depending on their user group as earlier depicted in fig 7 pg. 55. Therefore the most ideal attributes that could be used to segment Grace Roles Library users would be their category that is student, academic and administrative staff. This concurs with Evan-Wong (2008) argument that market segmentation is based on the customer rather than the product/service. It has the goal of providing services that satisfy individual rather than a generalized service.

Frequency of library usage by both academic staff and students is almost the same as displayed by fig 10 pg. 65. At least 50% of the academic staff and 55% of the students

use the library on daily basis. 89% of the students and 81% of academic staff use the library at least twice per week. Usage by administrative staff is minimal at 22% daily. However, as the week progresses their usage increase to 66% twice weekly.

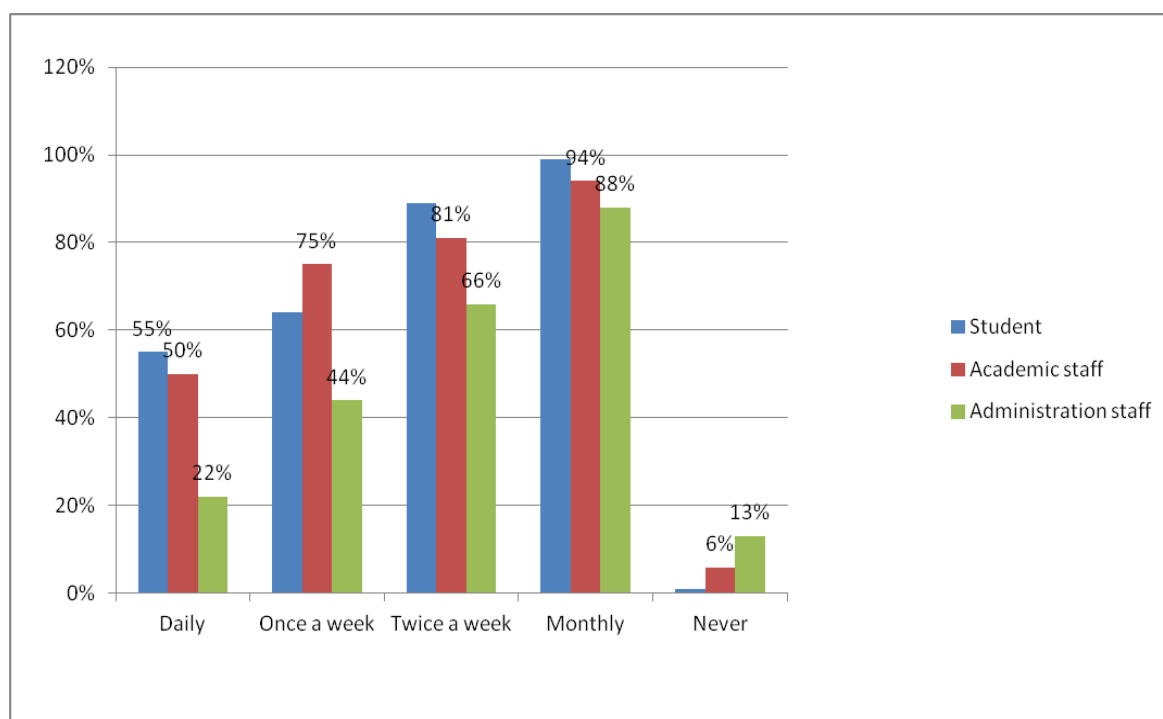


Figure 10: Frequency of library usage

Low library usage amongst administrative staff could be attributed to the nature of their work which does not demand continuous review of literature or academic information.

More than 90% of the library staff reported that although the library provided both print and electronic information resources, different user categories had different preferences of information content. One of the library staff said:

“Academic staffs are more interested in peer reviewed information sources while students prefer textbooks. Administrative staff preferred information that is not academic orientated”

Thus the library, need to appreciate these preferences in her quest to position her products and services to satisfy the unique needs of her market segments. The study lacked many variables that could be used to segment the clientele and services of the library because the user community is homogeneous and a distinction between user groups is minimal.

4.6 Marketing mix strategies for GRL

Objective four purposed to examine the appropriateness of the marketing mix strategies employed by GRL. Grönroos (1994) defines marketing mix as a combination of marketing tools that are used to satisfy customers and company objectives.

To determine this objective respondents were asked; Which information services they utilize in the library; How they would want the library services delivered to them; Problems that they encounter in accessing library services; How sufficient the library guides and signs are; How the library staff assist them when they visit the library; If they considered the library conducive or not for reading; Suggestions on how to improve the library and information services

Library staffs were asked; how the library integrates the marketing concept in its selection, acquisition, processing and dissemination of information products and services; which marketing techniques are used by the library to market her products and services

Responses from the questionnaires reveal that Grace Roles library customers are principally interested in all the Ps in the marketing mix that is products/services, price, place, promotion, people, process and physical evidence of the library.

4.6.1 Product

In the context of a library, Hawcroft (2006) describes a product as the various services offered by the library; designed for specific user groups; whose quality depends on their usefulness to the users' information needs.

Fig 6 pg.54 indicates that the library products include general access to the collection, reference and referral services, Inter-library services, current awareness, binding and reprographic services. Their usage differs depending on the categories of the users.

The most preferred library services are the general access to the library collection in the shelves and reference and referral services at 66% and 65% respectively. The least used services are Inter-library lending and reprographic services whose usage is below 40% as demonstrated by fig 6 pg.54.

Library users may be unaware of the libraries that cooperate with Grace Roles to facilitate sharing of resources hence lack of their utilization. The cost of binding and reprographic services in the library is higher as compared to others offered in the student center and other cyber cafes in the surrounding, thus students opt to use them.

Fig 7 pg. 68 put on view that administrative staff made 70% use of the current awareness service (CAS). Students and academic staff used the same service at 22% and 56%

respectively. Apart from creating awareness on library and information products and services, the library also communicates important news, events, functions in the university through CAS, hence the best preferred library service by administrative staff.

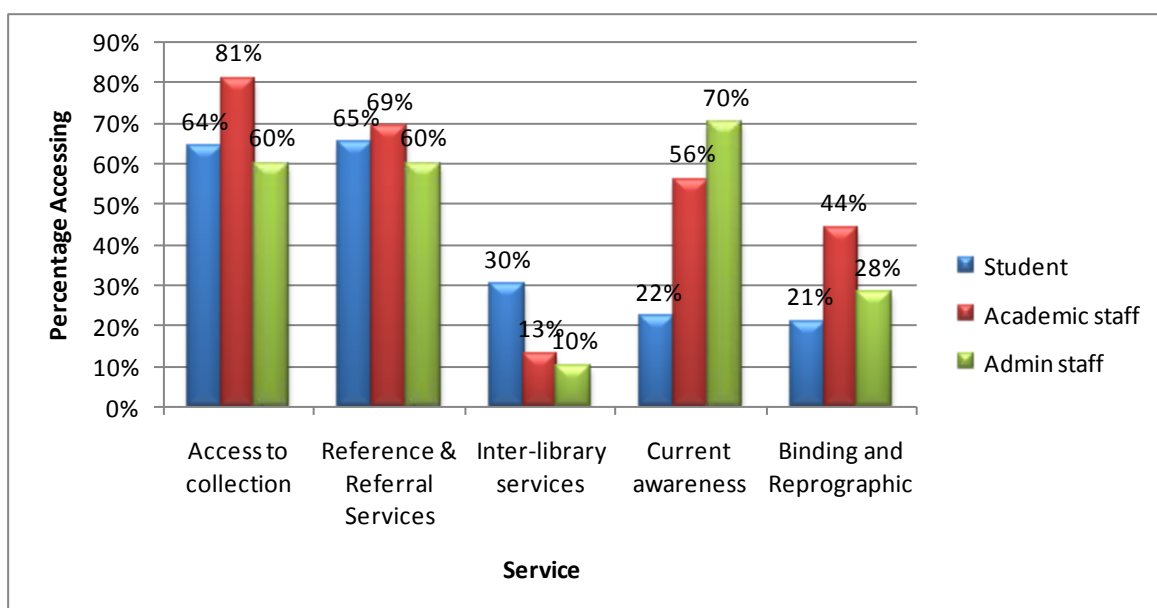


Figure 11: Usage of library products and services by different user categories

Apart from Inter-library services, the academic staff made better use of all the other library services as compared to the rest of the study population as indicated in fig 7. This could be attributed to the fact that the university requires lecturers to recommend resources from the library that students can use to complement the handouts given and for their research purposes.

Although the library provides all the services that are expected of any university library, their usage is considerably very low. Leisner (2010) advises that a library needs to justify its existence through provision of quality product/services based on customer orientation. Although the library has attempted to tailor the products and services of GRL to suit the unique needs of each user category a regular market research would be necessary to reveal what could have led to the low usage.

4.6.2 Price

Price as explained by Weignand (1995) is not only the monetary cost of services but also the obstacles encountered by the users in accessing the service such as time spend, and unsuitable or unfriendly user equipment or software.

Grace Role's library users do not pay directly to access the library resources. Library fee is charged to all students together with other university fees. However, users pay for binding and reprographic services. Printing is done at a cost of 0.12 USD per page, photocopy at 0.04 USD per page and binding depends on the size of the document. This is relatively high as compared to the student center and other bureaus that charges between 0.01USD to 0.02 USD for photocopying, 0.06 USD for printing and negotiable binding fees thus, the low usage of the service by students at 21% as evident in fig 7 pg 68.

80% of the library staff reported that, there were a lot of power blackouts on Ngong Road campus; hence library users had limited time to use computers. Internet connectivity was

unstable in both campuses, hindering adequate access to e-resources throughout the day.

One of the library staff said:

“Library computers were few as compared to their demand and so the multi-media section of the library had to limit the duration of time of use of library computers to 30 minutes per person.”

Table 8 pg. 70 shows that 46% of the academic staff suggested that the library needs to improve internet connectivity to ease access to e-resources. This could be attributed to the academic staffs’ need for continual access to peer reviewed journals and databases.

Table 8: Recommendations on information delivery

	Library User Group			Total
	Student	Academic staff	Administration staff	
Increase duration to stay with books	8%	0%	0%	6%
More updated materials/books added to the current stock	42%	27%	30%	37%
Improve internet services	25%	46%	14%	27%
Update users of any new, available and planned services	0%	0%	14%	2%
Extend library hours	11%	9%	0%	9%
Use both personal and organizational mail	6%	0%	0%	4%
Provide Individual assistance	8%	9%	0%	7%
Provide Easy access to Library information resources through computers	0%	0%	14%	2%
Display all the information at a convenient place	0%	0%	14%	2%
Through Selective Dissemination of Information	0%	9%	0%	2%
Provide Subject librarianship for efficient & effective services	0%	0%	14%	2%

Results revealed that the library staffs at the multi-media section of the library have continued to provide user instructions on electronic information searching to users to ensure maximum utilization of these resources is attained. This is in harmony with Weignand (2005) recommendation that in pricing of library products / services, obstacles that limit their usage should be addressed. Although the prices of some of the services are higher in surrounding facilities, Grace Roles Library primary products and services are still affordable to all user categories. Availability of electronic resources has increased ease of access, convenience and reliability of library products.

4.6.3 Place

Hawcroft (1998) posits that place refers to where, when and how products and services will be made available to customers.

The library is situated at the Main Campus and has a branch at the town campus. At the time of the research the branch library was on Ngong Rd. at the central church of the Nazarene. Currently it is in the city center. The library operational hours are 8.00am to 10.00pm on weekdays and 8.00am to 5.00pm on weekends. It remains closed on Sundays and public holidays.

Various service points within the library are effectively signposted to enable users to quickly find their way around the library. Display racks are strategically placed to showcase new information materials as well services. 60% of the respondents said that signage in the library was sufficient in guiding them to locate materials of interest as represented by fig. 11.

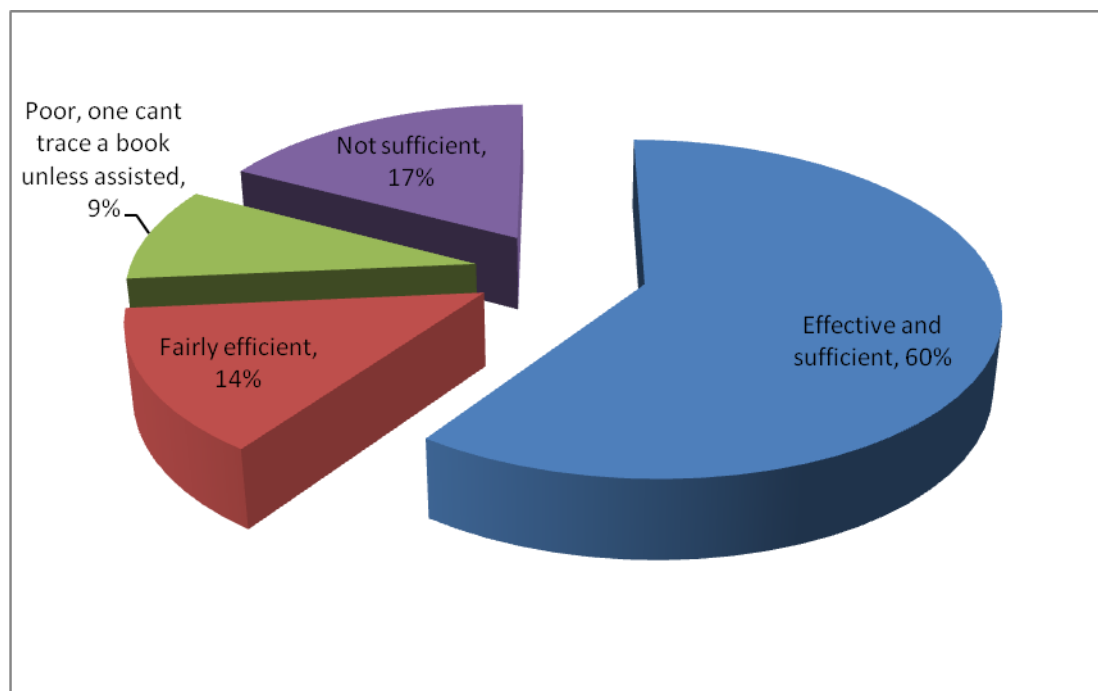


Figure 12: Sufficiency of guides and library signs

Ninety percent (90 %) of the staffs said that since library users do not understand Library of Congress Scheme that has been used to classify and organize library materials, shelves are well marked to show their subject contents. The outline of LC scheme is deliberately placed at various areas on library walls and shelves to assist users in search of information materials.

One library staff noted:

“A computer is purposefully situated on each floor of the library so that users can access the Online Public Access Catalog (OPAC) to determine the location and availability of the resources of interest”.

The library also has a reference librarian who guides users in search for information.

90% of the library staff agrees that the library has made great strides in responding to new and emerging technological trends in information provision. Her products are both in electronic and print formats. Electronic formats can be accessed from all PCs in the university. One of the library staff observed that

“The library also has wireless internet connectivity from where library e-resources can be accessed”.

This corresponds with Hawcraft (2008) observation that libraries must ensure that the right infrastructure is in place so that users can continuously seek information from the library such as the telephone, the Internet and intranet among others.

4.6.4 Promotion

Wood (1994) affirm that Promotion includes all the activities undertaken by the library to communicate its resources and services to the target user groups. The main purpose of promotion is to attract attention to the services offered and motivating people to use them.

Fig 12 shows that 36% of the respondents indicated that it was through the electronic mail that they got to know of new library products and services.

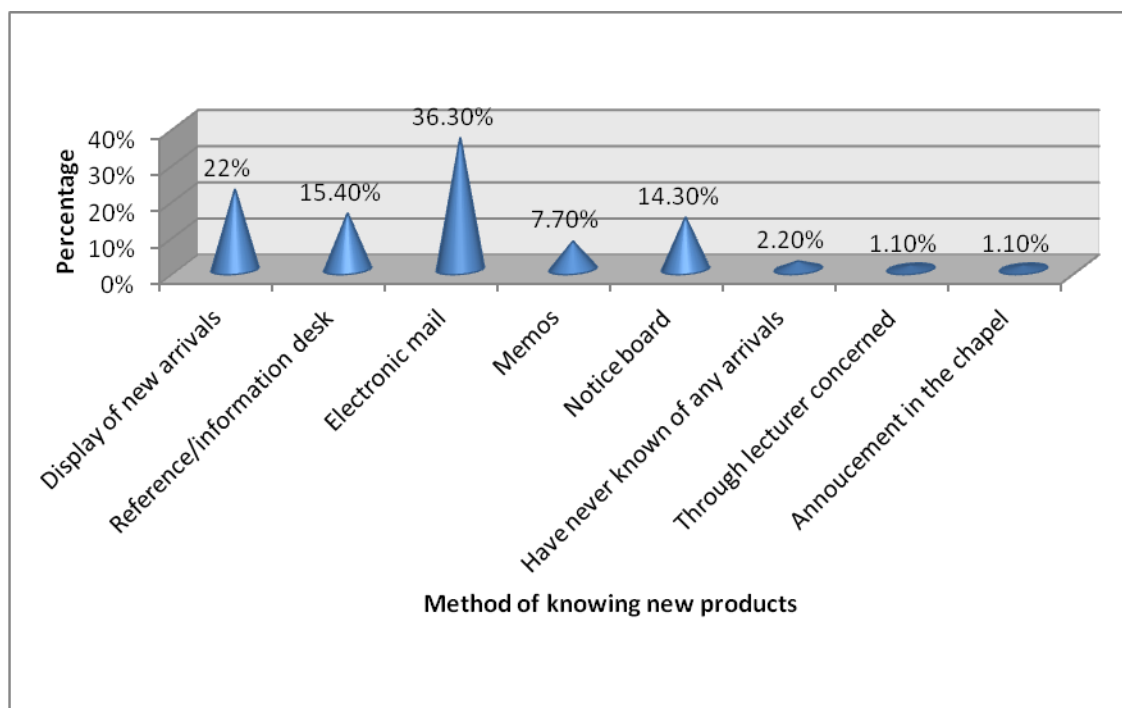


Figure 13: Promotion of library services

70 % of the library staff said that during faculty meeting senior library staff interact with faculty and creates awareness on new and existing services as well as well as enquiring their informational needs.

90% of the library staff agree that one of the best ways that the library has been able to promote her products is through OPAC, hoisted on the university website to create awareness of the library holding. One of the library staff noted that,

“The OPAC also has links to the library’s e-resources to maximize their utilization”.

Although the library has made use of E-mails and OPAC to promote her services, optimum library usage had not been attained as earlier observed.

4.6.5 People

Roberts and Rowley (2004) observe that the attitude and responsiveness of the staff can make a difference to the acceptability of the service experience, and the customer's evaluation of service quality.

Respondents' evaluation of the role played by library staff in information provision revealed that the staffs are cooperative and helpful. 99% of the respondents said that they had a positive interaction with the library staff while searching for information as exhibited by fig. 13 below.

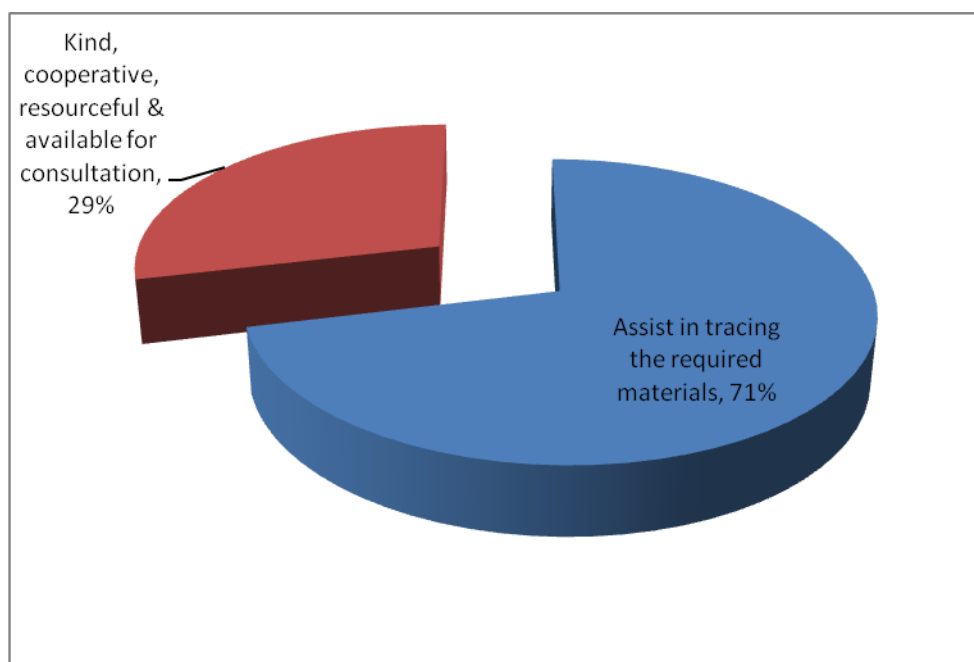


Figure 14: Evaluation of library staff by the users

90% of the library staff interviewed concur that inter personal skills are key in promoting library products and services. One of library staff explained that

“To ensure that people keep coming to the library we have to be pleasant while serving them in person and/or on the telephone”.

80% of the library staff had not attended any marketing courses, seminars or workshops. Nevertheless, they had acceptable interpersonal skills that were well utilized to interact with users and engage them in effective and efficient information access and retrieval.

4.6.6 Process

This includes the way a library processes its materials and the systems that make these resources easily accessible to users.

Grace Roles Library uses LC classification scheme, AACR2 cataloguing standards and Sears' list of subject headings. However, copy cataloguing is also done and records imported from LC online. The library has automated her systems using the Sirs Mandarin database.

Many library users do not understand majority of the information processing procedures. Yet, 90% of the library staff were confident that the orientation program that new library users undergo is sufficient for effective library usage. One of the staff said,

“During orientation new students are guided on how to use all the library facilities including the OPAC. However, we do not have an induction program for new members of staff. We do it on individual basis on the request of the user.”

60% agree that the guides and signage are sufficient as revealed by fig 11 pg. 72. Therefore, library has done well in ensuring that users understand her technical processes that facilitate information organization and retrieval.

4.6.7 Physical evidence

Physical evidence is concerned with the physical surroundings from which a service is delivered and other tangible elements in a service episode Roberts and Rowley (2004).

When asked to evaluate GRL Adequacy of reading space, 70 % of the respondents said that the library's facility that is space, tables and chairs are adequate for them. The rest felt that the library should be enlarged to accommodate everyone during exam time.

When asked the factors that they would use to evaluate the performance of a library 72% of the respondents considered a quiet environment as the most critical element as displayed by fig 14.

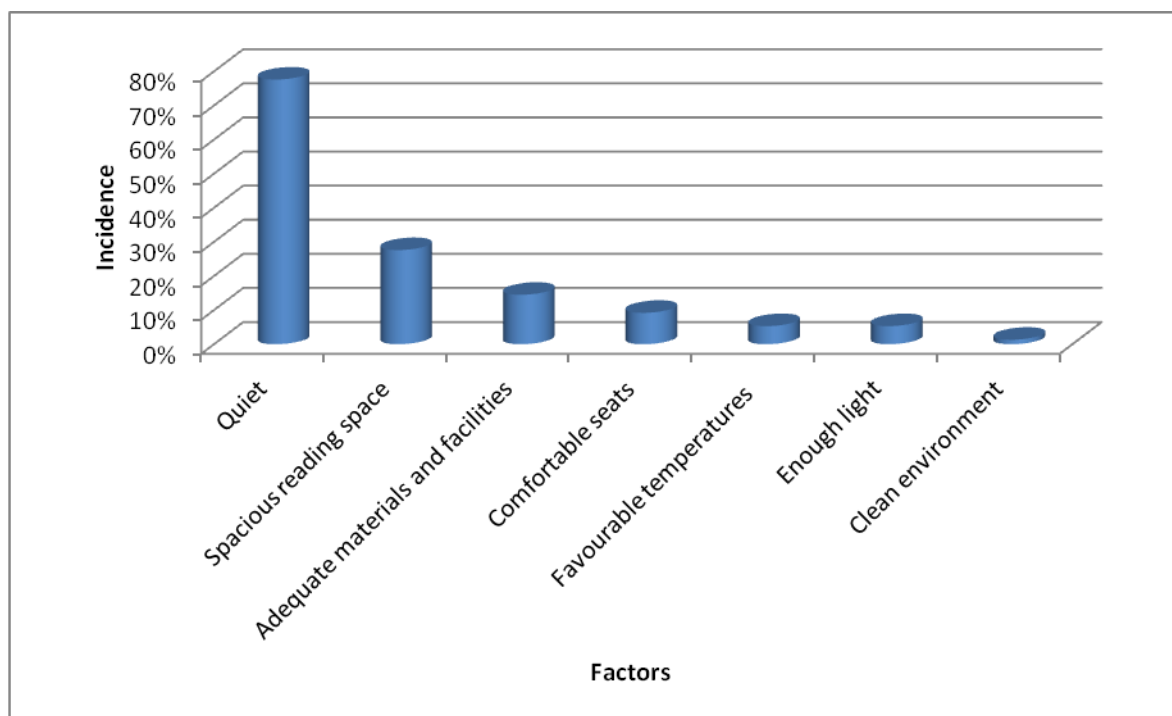


Figure 15: Users' evaluation of a conducive library environment

When asked to state issues that hindered them from optimum library usage 87% responded. Of those that responded 52% of the students, 64% of the academic and 50% of administrative staff concur that the greatest hindrance to information access is inadequate information resources as illustrated in table 5 pg. 57.

Data reveals that GRL must address the issue of inadequate relevant resources. 90% of the library staff reported that they only consulted faculty and Heads of Departments in the process of collection development; other category of users – students, non-senior administrative staff are not involved. This differs with Singh (2009) model of information services marketing (fig.1 pg. 18) that says that customer philosophy must rule all operations including selection, acquisition, processing, storage and dissemination of information.

4.7 Challenges facing Grace Roles Library in marketing of information services

Objective 5 sought to explore the challenges facing GRL in marketing her services.

To achieve this, library staff were asked; if they had attended any training related to library services; the marketing techniques in use; how the library plans for the marketing exercise; how the library acquires resources needed for the marketing exercise; guidelines / procedures that govern the library's marketing activities; challenges that the library encounters in its efforts to market her products/services.

Responses to the above questions disclose that the major challenges affecting marketing of information services at Grace Roles Library are: staff and users attitudes; insufficient fiscal resources; inadequate staffing; poor marketing skills

60% of the library staff said that the library users' attitude was also a hindrance to their marketing activities. According to these staff, the few times that they had asked the users to express their informational needs; it only prompted the users to raise their expectations of the library as captured in the following response:

“When we ask library users what their needs are, at times their expectations were unrealistic and unattainable. As a result, such users may never appreciate the strides that the library could be making in reference to their needs.”

Singh (2009) in his information services marketing model (pg.18) explains that the attitude that the library staffs have regarding marketing of their services affects how well the principles and techniques of marketing will be used. He continues to explain that the staff's skills and knowledge regarding information services marketing determines the extent to which they will market their services.

90% said that the library had not allocated any finances and time for marketing and that no staff had been assigned the responsibility to do so. One of staff stated:

“We do our marketing through the reference librarian”

20% of the library staff said that they had attended a seminar or workshop on marketing of information services. However, these were just the senior library staff. Therefore a vast majority of library staff did not possess formal marketing skills that could impact on the marketing practice of the library.

90% of the library staff explicitly explained that the library had not done a purposeful market research and that no staff or funds were set aside for this exercise. This means that GRL marketing activities are uncoordinated and are not organized in any formal way. As a result, the library may not realize emerging trends in information seeking behavior and consumption by different user categories.

4.8 Summary

This chapter has presented, analyzed, interpreted and discussed data that was collected through questionnaires distributed to academic and administrative staff as well as students; and interviews conducted with library staff.

It has examined the extent of GRL market orientation; extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy; appropriate variables that can be used to segment the clientele and services of GRL; appropriate marketing mixes for GRL and the challenges facing the marketing practice at GRL.

More importantly the study assessed GRL marketing strategy holistically and in the process revealed gaps that need to be addressed as discussed in the subsequent chapter.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The study intended to assess the marketing strategy of Grace Roles Library and propose strategic interventions and marketing approach that can aid in the design, development and delivery of appropriate library services.

The study used qualitative research approach. Data was collected through open-ended questionnaires distributed to students, academic and administrative staff and interviews were conducted with library staff. Considering that data collected was largely qualitative in nature, content analysis - a qualitative approach - was used to establish emerging themes as described by the users. However, to provide for frequency of occurrences, descriptive analysis was incorporated. Direct excerpts, verbal descriptions, frequency tables and charts were used to present the findings which were organized by the study objectives.

This chapter summarizes the major findings and conclusions resulting from the study. It puts into view the findings of the research objectives as it addresses the various research questions that the study sought to answer. Summary of the key findings and recommendations were based on the study objectives.

5.2. Summary of Findings

This section summarizes the results of the study based on objectives that guided the study.

5.2.1 Summary of Key findings

Table 9: Key findings

Objectives	Key Findings
1. Extent of market orientation of Grace Roles Library	<ul style="list-style-type: none"> ➤ The library is characterized by moderate market orientation ➤ Her promotional strategies are very limited ➤ The most used channel to promote library products and services was the E-mail and chapel announcements. ➤ Under-utilization of library holdings and facilities ➤ It lacks a proactive market orientation ➤ The marketing exercise is not planned for
2. The extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy.	<ul style="list-style-type: none"> ➤ The Christian orientation of the university influenced its collection development policy ➤ The university's technological culture positively impacts on the modes of information dissemination as well the library's promotional strategy
3. Segmentation of the clientele and services of Grace	<ul style="list-style-type: none"> ➤ Variables that the library could use to segment the clientele and services were: user category; and the users' preferences in terms of the formats of information

Roles Library	<ul style="list-style-type: none"> ➤ Varying levels of information utilization of different products and services depending on user category ➤ The library did not carry out a market research ➤ The library's lacked the capacity to identify the existing and emerging information needs of her customers ➤ It was difficult for the library to position her products and services to suit specific market segments.
4. Marketing mix strategies for the library	<ul style="list-style-type: none"> ➤ Library customers are predominantly interested in all the Ps of the marketing mix ➤ The library to some extent, has been able to tailor the products and services of GRL to suit the unique needs of each user category ➤ The library's products and services are affordable to all user categories ➤ The library and her products and services are easily accessible ➤ The library's promotional strategies are limited. E-mails and OPAC are the major promotional tools ➤ Library staff were helpful to users ➤ Guides and signage are fairly sufficient for users
5. Challenges facing GRL in marketing of her products / services	<ul style="list-style-type: none"> ➤ Staff and users attitudes ➤ Insufficient fiscal resources ➤ Inadequate marketing staffs ➤ Poor marketing knowledge and skills amongst staffs.

5.2.2 GRL Market Orientation

The library is characterized by a moderate market orientation. Responses from the research questions required library users to identify the library products and services that they utilized. The library had a wide range of information products / services that includes access to the general collection; reference and referral services; Inter-library services; current awareness and binding and reprographic services. However optimum library usage has not been achieved because none of the services had a usage of above 70%.

Respondents were asked to pinpoint the problems that they encounter when accessing the library services. Findings of the study indicate two key hindrances to library usage. First, the library has inadequate information resources. Since the library continues to acquire new resources on yearly basis it was assumed that the materials acquired are not customer focused. Secondly, over half of the respondents said that they interacted with the library resources and staff by personally visiting the library. This suggests that the library lacks a proactive market orientation since it greatly interacts with its customers only at the point of service

Library users were requested to identify the methods that the library used to communicate with them. The most used channel was the E-mail and chapel announcements. This implies that despite the many avenues there are to promote her services/products the library does not make use of them. Thus, the library's promotional strategies are very limited and this might have led to underutilization of the resources. This observation

concur with Kavulya (2004) suggestion that under-utilization of library holdings and facilities is undoubtedly due the fact that users are unaware of the facilities offered by libraries.

Thirdly, library staffs were asked to explain how the library plans the marketing exercise. Their response indicated that the marketing exercise was not planned for and it was done haphazardly hence, GRL had not consciously embraced effective marketing principles and techniques.

5.2.3 Organizational culture on perception and support of the marketing practice

Library staff were requested to elaborate how ANU customs, values or beliefs inspired them. Findings of the study showed that the Christian orientation of the university influenced its collection development policy. At least 40% of the resources were Christian oriented based on Wesleyan theology. This may have caused a negative influence on the library usage because some users may have felt that the library was biased in its information acquisition. Although the library made use of the two chapel services held twice weekly to publicize her new arrivals, users that were not enthusiastic about these chapel services may not have appreciate the library's announcements. Cuiying (2011) noted that the survival of a library depends among other thing on its image in the minds of the users and the fund allocators. They advise that this image should be "the outcome of the quality and effectiveness of the services, the ability to anticipate the desires and requirements of actual and potential users and their fulfillment".

The library staff reported that the university's technological culture positively impacts on the modes of information dissemination as well the library's promotional strategy. At least half of all the respondents checked their E-mail on weekly basis to keep themselves abreast with new products or services that the library may have acquired.

When asked other information sources that they used apart from the library, users' preference for web-based information materials was evident as over 90% made use of the Internet. This is in agreement with Lwehabura, Dulle, Mulimila (2003) who observed that majority of library users have access to new and sophisticated information and communication technologies that provide them with diverse avenues of alternative access to information, making their dependency on the library much less. Faculty's quest for current and peer reviewed information led to e-journals usage.

5.2.4 The library's market segmentation

The study identified the users' category as the main variable that can be used to segment the clientele and services of GRL. The study revealed varying levels of information utilization of different products and services depending on the users' clusters.

Proper market segmentation can only be achieved through a regular market research. Library staffs were asked to describe how the library carried out a marketing research. They explicitly explained that the library did not carry out a market research. This could have led to the library's incapacity to identify the existing and emerging information needs of her customers.

5.2.5 Mix strategies

The study showed that Grace Roles Library customers are predominantly interested in all the Ps in the marketing mix that is, products/services, price, place, promotion, people, process and physical evidence of the library. The library has done well in tailoring her products and services to suit her customers. The library has subscribed to E-journals and databases which are most preferred by the academic staff. The library's products and services are affordable and easily accessible to all user categories. The library's promotional strategies are limited. E-mails and OPAC are the major promotional tools. The library staffs were helpful to users while the guides and signage were sufficient in guiding users to search and retrieve information.

5.2.6 Challenges facing GRL in its marketing practice

The study sought to investigate the challenges facing the marketing practice of GRL. Library staffs were requested to identify these challenges. Findings of the study indicate that the major challenges facing marketing practices at GRL are staff and users attitudes; insufficient fiscal resources; inadequate marketing staffs; and poor marketing knowledge and skills amongst staffs. This to some extent is in agreement with Leisner (2005) findings which indentifies the major barriers that hinder the adoption of the marketing approach in libraries and information centers as:

- i. **Attitudinal**—Information professionals are inward looking and for marketing an outward looking approach is needed

- ii. **Structural**—Organization and library structure does not prioritize the marketing exercise
- iii. **Systemic**—Systems in the library in general and do not feature marketing
- iv. **Environmental**—culturally, the giver and taker are used to free-based information services.

Jestin and Parameswari (2002) somewhat concur with the findings of the study as well as with Leisner (2005). They are of the opinion that the major factors which characterize the difficulties of marketing information services are; the relatively low level of knowledge and lack of agreement on user requirements, wants, and needs; the subsidized non-market environment in which most scientific and technical information products and services are used; the virtual impossibility of estimating the value contributed by information products and services to the efficiency and conduct of research and development and the advancement of scholarly pursuits; and the general economic unsophistication of those, mostly schooled in the humanities and the non-market-oriented library school environment.

Library staff marketing knowledge and skills

Library staffs were asked if they had attended any training related to library services. Their reaction exposed their lack of knowledge and skills in marketing as one of the challenges facing the marketing exercise at GRL. The library had not organized for any in-house training but had sent a few senior staff (20%) to attend seminars and workshops. However this is a very low percentage to make any fruitful impact. This finding is

supported by Gupta (2012) who suggests that customer orientation applies to everybody in the library and staff members at all levels have to be trained on marketing. He observes that the situation perhaps is not so today in many libraries and it is the head of the library or the other senior staff members who are sent for such training programmes and the lower level staff members who many a times are the frontline staff interacting with the customers are left out.

5.3 Conclusions

Although the user community made use of all the library products and services, optimum utilization had not been achieved. The library was not enthusiastic to carry out a regular information needs analysis. Many avenues that the library could have used to find out her customer needs were not been fully explored. The library lacked a proactive market orientation. Basically Librarians interacted with the customers only at the point of service. The university's Christian orientation had influenced the library's CAS which was done during chapel services and the collection development policy. The library's market segmentation was based on the various user clusters. The library's marketing activities were uncoordinated and were not organized in any formal way. As a result, the library did not realize emerging trends in information seeking behavior and consumption by different user categories.

5.4 Recommendations

The following recommendations focus on the study objectives. They were deduced as a result of the issues arising from the findings of this study. If adopted, they will aid GRL to design, develop and deliver appropriate library services.

5.4.1 Summary of recommendations

Table 10: Recommendations

Research Objectives	Recommendation	Person responsible	Short-term / Long-term	Reasons
1.To determine the extent of market orientation of Grace Roles Library	Use of contemporary technology to harness marketing practices of the library	Systems Librarian	Short-term	Technology is readily available It is cost effective
	The researcher created a library blog that can be used to market GRL products.	Systems Librarian	Short-term	The blog is in existence. It needs to be promoted to harness its usage. It can be accessed at http://graceroleslibrary.blogspot.com
	Virtual reference services via e-mail and online chat to academic and administrative staff.	Systems Librarian and the Reference Librarian	Short-term	Internet connectivity is already in place. Both librarians already have adequate technological skills to establish and sustain this service.
	Provision of a more user centered digital content	Systems Librarian and the university Librarian	Long-term	Acquisition of relevant e-resources Librarians would need to agree on the existing special collection that needs to be digitalized
	Provision of small cubicles with internet connected PCs for academic and	Systems Librarian and the university	Long-term	It will be necessary to set aside space and finances for this purpose.

	administrative staff	Librarian		Partitioning to create the cubicles Purchasing the computers Connecting the PCs to the existing network and providing a friendly interface for users.
	Introduction of information literacy into the academic programme for all students. Library instruction could also be provided in the forms of workshops, seminars to academic and administrative staff	University librarian	Long-term	This would require approval from the DVC -academics
2. To find out the extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy.	Acquisition of a collection that is comprehensive, well-balanced and academically motivated	Acquisitions Librarian and University Librarian	Long-term	Change the library's acquisition policy
	Re-brand the library to change any negative perceptions that users may have.	Reference Librarian and University Librarian	Long-term	The library need to distance itself from being overly religious The library should cease from using chapel services to promote her products and services

	The library need to re-position itself in the minds of users and be viewed as a vibrant modern library	Systems Librarian and the university Librarian	Long-term	Consultations with HODs, other library users and librarians on contemporary ways of knowledge management.
3. To identify appropriate variables that can be used to segment the clientele and services of Grace Roles Library	<p>Services can be segmented into two; print and electronic services</p> <p>Library users can broadly be segmented depending on the core activities that they were engaged in that is, teaching, learning and administration. Thereafter further categorization can be done depending on their areas of specialty</p>	Reference Librarian	Long-term	<p>The reference librarian would need to communicate with all library users and create a database of their profiles and continually update the user profiles.</p> <p>Individualized mails could be used to send information that is pertinent to academic and administrative staff.</p> <p>Group e-mail can then be created for the learners and current information in various specialties can be uploaded to the group e-mail accounts.</p>
4. To establish appropriate marketing mix strategies to be employed by Grace Roles	The library needs to carry out a market research on regular basis determine user needs	Reference Librarian	Long-term	The reference librarian will decide on appropriate modes of determining user needs; how often the market research will be done

Library				
	Existing products and services can be repacked into formats that are flexible and convenient for customers	Systems Librarian	Long-term	The system librarian will in consultation with other librarians decide which products need to be repackaged
	Resource sharing ventures with other libraries locally and internationally especially the Nazarene sponsored institutions	University Librarian	Long-term	The university librarian has to discuss the prospects of resource sharing with other head librarians of the identified libraries
	Provision of a serene environment for study and research	Library guards and the University Librarian	Short-term	<p>Library guards should continually walk around the reading area to identify users causing disturbance.</p> <p>Measures must be put in place to deter noisy users from using the library for a certain duration of time to discourage noise-making.</p> <p>The university librarian should avail facilities for discussions without distracting other users.</p>
5. To explore the challenges facing Grace Roles Library in marketing of library	Formulate a marketing policy	University Librarian	Long-term	<p>The librarian would need to form a committee of key persons to oversee formulation of a marketing policy</p> <p>A sample marketing policy has been provided (see appendix v)</p>

services.				
	Provide training for all library staffs	University Librarian	Long-term	Training of library staff need to be an ongoing activity done on regular basis.

5.4.2 GRL should uplift her market-orientation

Objective one sought to determine the extent of market orientation of GRL. The library continues to serve a client-base that is web-savvy. It is necessary that the library interacts and promotes her products and services to users in ways that are in-sequence to their lifestyles. Use of contemporary technology can harness marketing practices of the library. It is also very cost effective. Although GRL has been using her website as a product / service the same can serve as a major tool in marketing other products for example the e-journals, e-books, course materials / outlines, past papers among others in order to reach out to its users.

During the study, the researcher developed a Blog to enable the library to market her resources. The library needs to promote this blog to the users so that they are updated on the most recent developments for example, latest acquisitions, new and outgoing staff, upcoming events among others. This blog can be accessed at <http://graceroleslibrary.blogspot.com> (see appendix iv)

Librarians should keep a user profile of academic staff so that on regular basis they are kept abreast with new print and electronic information in their areas of specialty. The

library could also provide virtual reference services via e-mail and online chat to academic and administrative staff. Currently there are many social sites that the library can use to communicate with her customers and to promote her products/services, provide CAS, SDI, reference and referral services and others. For example Academia.edu, aNobii, Epernicus, Facebook, Bebo, Google+, Google Buzz, Twitter and many more.

To better address the needs of academic staff and a considerable percentage of post-graduate students the library could provide a more user centered digital content. The library could procure more e-resources and digitalize the existing collection of journals, research projects, thesis, past papers among others for easier, flexible and more powerful searching and retrieval.

The library could also provide some small cubicles with internet connected PCs for academic staff to encourage them to make use of the library facilities for their research purposes.

There is need to include information literacy into the academic programme for first year students. Library instruction could also be provided in the forms of workshops, seminars to academic and administrative staff to communicate her products/services and increase her visibility.

5.4.3 ANU's corporate identity and image

Objective two purposed to find out the extent to which ANU's corporate identity and corporate image influence its marketing perception and strategy.

Although ANU is a Christian based university, the library needs to review her acquisition policy to create a balance between theological and academic information materials. Rebranding the library could help to change any negative perceptions that users may have and help the library to regain support from all user groups. For example, to distance itself from being viewed by users as overly religious, the library could stop making use of chapel services to promote her services and instead increase her usage of the group and individualized e-mails, notice boards, pamphlets detailing new acquisitions distributed to students through their class representatives among others. Users need to see the library's deliberate efforts to acquire a collection that is comprehensive, well-balanced and academically motivated.

Although the library is making use of ICTs to communicate and provide information a lot still needs to be done. It is imperative that the library re-positions itself in the minds of users and be appropriately viewed as a vibrant modern library service, meeting and exceeding the needs of its clientele, 21st century ready, delivering the highest quality service, technology enhanced and customer focused. For example the library can make use of Dspace technology to create an Institutional repository of knowledge generated by the university.

5.4.4 Segmenting the clientele and services of GRL

Objective three intended to identify appropriate variables that can be used to segment the clientele and services of GRL.

GRL services can be segmented into two; print and electronic services. To maximize their usage print resources can be promoted through display racks in the library, notice boards and pamphlets. The cover pages of such resources can be scanned and publicized through e-mails. E-resources can be promoted through the university website and E-mails.

To better address the needs of users, the library can broadly segment her users depending on the core activities that they were engaged in that is, teaching, learning and administration. Thereafter further categorization can be done depending on their areas of specialty. A database of user profiles of those engaged in teaching and administration can be created; current information in both print and e-formats that is pertinent to them is then communicated. Group e-mails can then be created for the learners and current information in various specialties can be uploaded to the group e-mail accounts.

5.4.5 Marketing mix strategies for GRL

Responses from the questionnaires reveal that Grace Roles library customers are principally interested in all the Ps in the marketing mix examined in the study that is products/services, price, place, promotion, people, process and physical evidence of the library

Objective four aimed at examining the appropriateness of the marketing mix strategies employed by GRL. The library needs to carry out a market research on regular basis to determine what library users are looking for in the way of product features such as variety, quality, and design, and what benefits such as good performance, quality, reliability and durability users demand in services, systems, programs, and resources.

The library needs to repackage her products and services, avail them in electronic formats to satisfy her clients who, from figure 9 pg.60 are web savvy. The products and services should be repacked into formats that are flexible and convenient for customers hence making them palatable to a vast majority of her customers. This supports the research assumption that there is need for the library to apply effective marketing principles and techniques will enable GRL to gain competitive advantage for providing customer-centered products and services.

No one library is self-sufficient. Information needs of one and all in a university library setting cannot be entirely met. Grace Role's library needs to forge many resource sharing ventures with other libraries locally and internationally especially the Nazarene sponsored institutions to supplement her resources.

The library needs to provide a serene environment for study and research. Therefore discussions should not be allowed in the library. The topmost floor of the library building can be set aside to provide facilities to allow discussions without distracting other users.

5.4.6 Overcoming the challenges that limit the success of the marketing exercise

Objective five sought to explore the challenges facing Grace Roles Library in marketing of library services.

To overcome the challenges that library faces in its efforts to market her services, the library should:

- i. Formulate a marketing policy
- ii. Provide training for all library staffs

Formulation of a marketing policy

The library should formulate a marketing policy with the involvement of all stakeholders to ensure its ownership and support (see Appendix v).

Marketing training for all library staffs

Library staff in all cadres needs to be facilitated to acquire adequate marketing skills so that no matter their job description (cleaners, security guards, librarians), they can be able to appreciate the customer as the focal point of all library operations. A market empowered staff is able to interact well with users and users may gain confidence in the staff and ultimately the library and her resources.

The library can organize periodic in-house workshops or seminars to equip her staff with appropriate marketing skills. Training in software and programming would be necessary for librarians to develop innovative marketing techniques and to use Information technology to publicize and customize information for users.

The university librarian can organize for visits by library staff to a neighboring authority or another academic library that is aggressive in marketing its products and services.

5.5 Suggestion for further research

- i. The study identified that information technology could provide diverse avenues of library and information services marketing. Further research in this area could provide valuable findings for contemporary library and information practice.
- ii. The study revealed that information acquisition in a Christian oriented university was biased. A separate research on information acquisition policies of faith based learning institutions would provide insights on how to develop a balanced collection for such institutions.
- iii. Examination of the emerging marketing Ps and their impact on information services marketing.

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APPENDIX I

INTRODUCTION LETTER TO RESPONDENTS

Dear respondents,

I am a postgraduate student in the school of information sciences, Moi University.

I am undertaking a research on marketing of information resources and services at ANU, Grace Roles Library.

The questionnaire is aimed at eliciting information, which will be useful in the above-mentioned research as part of the Master of Philosophy (Library & Information science) degree requirements.

The information gathered is purely for academic research purpose and will be treated with uttermost confidentiality. A copy of the final report will be made available to you upon request.

Your cooperation will be highly appreciated.

Thank you

Yours faithfully,

Caroline Gatimu

APPENDIX II

QUESTIONNAIRE FOR FACULTY, ADMINISTRATIVE STAFF

AND STUDENTS

The following questions aims at investigating the extent to which marketing principles and techniques are used at Grace Roles Library. The findings of the study will be used to improve the quality of information services at Grace Roles Library.

Use a pen to complete the questionnaire. Indicate your opinion by giving your comments in the spaces provided.

The information you provide will be confidential and will only be used for the purpose of this study.

Kindly drop the questionnaire in the provided sealed box at the circulation desk of the library.

Question 1-4 (Bio-data)

1. Which library user group do you belong e.g. student, academic staff or administrative staff?

b). If you are a staff what is your job designation (please specify)-----

2. How long have you been at Africa Nazarene University?

3. What is your highest educational qualification e.g. Phd, M Phil., MSc, MA, Bcom, Pre-university e.t.c. ?

4. What is your area of specialty/specialization e.g. marketing, accounting, computer science etc.?

Question 5 and 6 (Delivery of library services)

5. How often do you visit the library e.g. daily, once a week, twice a week, monthly etc.?

b). If never give reasons that deter you from visiting the library.

6. Which of the following information services do you utilize in the library? (**Kindly tick all the applicable options**)

Access to the Collection -----[]

Reference and Referral Services -----[]

Inter Library Lending (ILL) -----[]

Current Awareness Services (CAS) -----[]

Binding and Reprographic Services -----[]

b). Which other information services would you like to be provided with (**please specify**)

Question 7-12 (Marketing the library services)

7. When you were new in the institution how did you know of the services offered by the library.

8. How are library services delivered to you e.g. by personally visiting the library, through the organizational mail e.t.c.?

b). What problems do you encounter when accessing the library services?

c). How would you want the library services to be provided to you?

9. Apart from the resources at Grace Roles Library what other sources of information do you use? e.g. the Internet, other libraries, information consultants, colleagues e.t.c.?

10. What methods does the library use to find out your information needs? **(Please tick against each category of the methods provided)**

	Methods		Frequency	
	Weekly	Monthly	Yearly	Never
Bulletin	-----	-----	-----	-----
Questionnaires	-----	-----	-----	-----
Interview	-----	-----	-----	-----
Telephone	-----	-----	-----	-----
E Mail	-----	-----	-----	-----
Personal visits	-----	-----	-----	-----
Others (Please specify)	-----			

11. When the library introduces a new product/service how do you get to know about it?
e.g. display of new arrivals, reference / information desk, electronic mail, memos, notice board e.t.c. **(Please provide all range of options relevant to you)**

b). How else would you like the library to notify you of new information products / services.

12. How adequate is the reading space in the library?

13. How would you want the available reading space improved?

Questions 14- 17 (The role of library staff in information provision as well as the general library facilities.)

14. How do the library staffs help you when you visit the library?

15. How sufficient are the guides and library signs?

16. In which ways would you consider library to be conducive for reading?

17. In which ways would you consider the library **NOT** conducive for reading?

18. Give suggestions on how to improve the library and information services.

Please drop the questionnaire in the sealed box at the circulation desk of the library within your most convenient shortest period (1-3 days)

Thank you for taking time and effort to complete this questionnaire.

APPENDIX III**INTERVIEW SCHEDULE FOR LIBRARY STAFFS**

Job Title -----

Time the interview began -----

Time the interview ended -----

1. Kindly tell me about your responsibilities at Grace Roles Library?

2. How long have you worked at Grace Roles Library

3. What is your highest level of education?

4. Have you attended any marketing training related to library services?

5. Which information services does the library provide?

6. What methods are used to identify the information needs of your users?

7. How does ANU customs, values or believes inspire you?

6. What is your view on the need to market library and information services?

7. How does the library integrate the marketing concept in its selection, acquisition, processing and dissemination of information products and services?

8. What marketing techniques does the library use to market its information services?

9. How does the library plan for the marketing exercise?

10. Does the library organize a marketing research?

13. How does the library execute the marketing mix?

How does the library acquire the following resources that are vital for the marketing exercise?

14. The fiscal resources

15. Human resources

16. Material resource

17. Does the library organize for any training to equip the staff with marketing skills?

18. What guidelines / procedures has the library documented to govern its marketing activities.

19. What challenges does the library encounter in its efforts to market the information services?

20. How can these challenges be overcome?

21. Give any suggestions regarding improving the marketing practices at Grace Roles Library.

Thank you

Your participation and cooperation in this interview is greatly appreciated.

APPENDIX IV

SAMPLE OF GRACE ROLES LIBRARY BLOG PAGE

GRACE ROLES LIBRARY

Keeping our readers abreast...

Home

About us

Services

Our Collection

KARIBU! WELCOME!

This blog will serve to educate and inform you of any new development in our Library. We hope that this facility will be of most value to you, welcome.

HOUR OF OPERATIONS

Weekdays:
8am to 5pm and 7pm to 10pm

Saturdays and Vacations:
8am to 5pm

Sundays and Public

MONDAY, FEBRUARY 8, 2010

Newly acquired books



Exercise & Fitness Motivation
By Glenn Berglund



HUMAN MOTIVATION



CALCULUS
A Strategic Approach
MORRIS KLINE



MORRIS KLINE
Mathematics for the Nonmathematician

SEARCH THIS BLOG

Search

ARE YOU SATISFIED WITH OUR SERVICES?

Excellent	0 (0%)
Good	0 (0%)
Fair	0 (0%)
Poor	0 (0%)

Votes so far: 0
Poll closed

There was an error in this gadget

SUBSCRIBE TO

Direct

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GRACE ROLES LIBRARY

Keeping our readers abreast...

[Home](#)

[About us](#)

[Services](#)

[Our Collection](#)

KARIBU! WELCOME!

This blog will serve to educate and inform you of any new development in our Library. We hope that this facility will be of most value to you, welcome.

HOUR OF OPERATIONS

Weekdays:
8am to 5pm and 7pm to 10pm

Saturdays and

Vacations:
8am to 5pm

Sundays and Public

Services

In order to effectively accomplish its core objective of information dissemination, the library performs the following services:

Reference and referral services

Users are provided with authoritative up-to-date reference materials ranging from dictionaries and almanacs to concordances and commentaries. The library personnel direct students to resources relevant to their searches.

INDEXING

Topics of interest are identified and indexed by the library staff and stored in files to enable perusal reference by students. These are especially useful to researchers.

INTER LIBRARY LENDING (ILL)

Grace Roles Library strives to encourage networking and cooperation among libraries in Kenya. We have entered into meaningful cooperation with the majority of the universities and academic libraries, allowing users to access materials not found in our library.

IKSER EDUCATION

SEARCH THIS BLOG

Search

ARE YOU SATISFIED WITH OUR SERVICES?

Excellent

0 (0%)

Good

0 (0%)

Fair

0 (0%)

Poor

0 (0%)

Votes so far: 0

Poll closed

There was an error in this gadget

SUBSCRIBE TO

APPENDIX V

SAMPLE OF GRACE ROLES LIBRARY MARKETING POLICY

Introduction

This policy has been informed through the findings of the study that was conducted to assess the marketing strategy of ANU, Grace Roles Library. The policy aims at enabling the library to market its products and services as well as guide the library in resource and service development in line with user requirements.

Service and Resource Development

Objectives

- i. To ensure that all library users have the appropriate skills to access information resources and services through introduction of information literacy into the academic programme for all students. Library instruction in the forms of workshops, seminars to academic and administrative staff
- ii. To develop and implement a marketing strategy and promotion plan to ensure that all library users, are aware of the services and resources available to them, and of how to access both the resources and service.
- iii. To provide access to Information Technology which meet users' expectations.
- iv. To deliver a dynamic web and intranet presence to ensure all users have access to service and resources (where possible) from any location and at all times.

- v. To provide a tailored information services at point of need by working with service users.
- vi. To develop a shared approach to collection development (book, journal, and multi-media) to reflect all user groups.

Partnership Working

Objective

To form a committee of all HODs, Representatives from the DVCs office, HR, Finance Director, and University's marketing team, Students representatives, The University Librarian and the Library's Section Heads to oversee the library marketing exercise.

Library Service Redesign

Objectives

- i. To develop single systems for services and resources to make the service provision smoother and seamless for users.
- ii. To ensure that services and resources are provided to agreed standards and utilizing quality controls.
- iii. Pro-actively to seek and develop new technologies for the development of library services.
- iv. To develop a brand for the Library Network to portray an academic library that is not religiously bias.

Assurance and Accountability**Objectives**

- i. To pro-actively seek feedback and consultation from users in the various user groups on user needs.
- ii. To gather statistics, set targets and quality indicators to ensure a continuous drive towards service improvement with the service user as a focus

Finance and Workforce**Objectives**

- i. To ensure appropriate funding for delivery of service, and appropriate spending to meet service requirements and user needs.
- ii. To support effective team working and greater emphasis on team working within the Library Network.
- iii. To review the staff structure within the Library Network and set aside two staffs to be responsible for the library's marketing exercise.
- iv. To create an ongoing learning plan for library staffs to ensure marketing skills and knowledge are in place to deliver a quality service.

Monitoring and Evaluation

- i. Monitor the feedback from library users; utilize a series of checks based on library statistics, library targets and quality indicators bi-annually to further inform service development.
- ii. Annual Report to be compiled in the beginning of each academic year detailing the progress made, and to issue an updated action plan.