

**QUALITATIVE INQUIRY ON MARKETING STRATEGIES FOR PROMOTION OF
LIBRARY SERVICES IN UNIVERSITY LIBRARIES IN NIGERIA**

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ABSTRACT

The paper aims to examine the situation of information service marketing in university libraries in Nigeria. It focuses on understanding how the university libraries adopt and implement the marketing strategies to promote their services to current and potential users. It also finds out the factors that motivate the libraries to market their services to user community. The 7P's of service marketing mix model was used by the researchers to examine the marketing strategies adopted and implemented by the university libraries to market their services to potential users. This study adopts qualitative research method using semi structured interview instrument for collecting data from six (6) librarians across the selected six federal university libraries in six geopolitical zones of Nigeria. The qualitative data was analysed thematically based on the research questions. The disproportionate stratified sampling technique was used to select the universities and the purposive sampling technique was employed to sample the librarians.

The findings revealed that the university libraries adopted and implemented the marketing strategies for creating awareness of library services, improving services and building relationships with user segments of students, academics and administrative staff. The marketing strategies implemented by the libraries include product, promotion, place, people, process and physical evidence strategies excluding pricing strategy. This study is useful and helpful to academic libraries in marketing of their services by implementing the service marketing strategies. The findings are useful to improve the understanding of librarians on relevance and application of marketing mix model in marketing library services. This study contributes to the growing body of knowledge on the implementation of service marketing mix in university libraries as non-profit making and service organizations. The strategies enable the libraries to get users involved in the life of library activities.

KEYWORDS: *Marketing Strategies, Library Services, Service Marketing Mix, University Libraries, Nigeria*

1. INTRODUCTION

Libraries have emerged from a tradition of acquiring and providing information resources and services to users according to their information needs (Kim & Park, 2006).

Marketing of library services is not a new technique to librarians for identifying the library users and their information needs as many researchers agreed upon in their theoretical and empirical studies but familiarity of librarians with marketing principles and strategies as applicable to profit making organizations is not comparable (Spalding & Wang, 2006; Gupta & Savard, 2010; Kennedy, 2011).

The Greek academic libraries have adopted various strategies for marketing their services and products. Some of these strategies include the traditional methods of marketing such as brochures, user orientation, posters, e-mail lists, online newsletters, exhibitions and announcements in the local press and media (Garoufallou et al., 2013). The use of promotional activities and tools as dominating strategies for the marketing practice in libraries has been revealed in the literature on marketing library products and services in developed and developing countries (e.g. Patil & Pradhan, 2014; Edewor et al, 2016).

In Nigeria, university libraries serve the user community through the acquisition of information resources and subscription to online database resources, support teaching, learning and research needs of the society. The university libraries can enhance and promote these services through the implementation of marketing strategies to their respective customers (Ifijeh, 2011, Adekunmisi, 2013 and Okon & Umoh, 2014). Baro & Ebhomeya's (2013) study revealed that university libraries in Nigeria were found using different strategies such as: library publications, university radio programmes, e-mail alerts, library week, orientation talks, library instruction, university bulletins and the library website in marketing the information resources and services. These strategies reported by these studies revolved around promotion strategy of 7P's of service marketing mix.

The study on marketing strategies is important because the promotional activities of academic libraries in Nigeria examined in existing studies found low level of marketing practice and user education programme was not taken very serious as a means of stimulating the use of library information products and services (Popoola, 2008; Ifijeh,

2011; Okon & Umoh, 2014). Hence, the promotion strategy had been empirically explored in the literature but other strategies such as product, price, place, people, process and physical evidence for marketing library services were not empirically explored by the past researchers in Nigerian context.

This study attempts to fill this gap by examining these components of service marketing mix as strategies that are applicable and relevant in libraries. The significance of this study is to establish a balance in the application of 7p's service marketing strategies in the library.

Without this study, user awareness and use of library services may be undermined. The empirical findings of this study will contribute to the knowledge of implementing marketing strategies to promote library services in developing countries especially Nigeria. The study is structured as follows: marketing strategies in university libraries in Nigeria, relevance and applicability of 7p's of service marketing mix in libraries, methodology of the study including data collection, findings and discussion, conclusion and implication of the study.

2. MARKETING STRATEGIES FOR PROMOTION OF LIBRARY SERVICES IN NIGERIA

Implementation of marketing strategies is fundamental to creation and enhancement of customers' awareness and use of library services. All organizations need a marketing strategy. This need applies to libraries just as it does to other service organizations with customers, clients or users (Jestin and Paramesuari, 2002).

In the library context, the products are mainly print and electronic information resources which cannot be treated or marketed like other physical products in the manufacturing sector. Although physical buying and selling of products do not take place in library resources and services, it is indisputable that quantitative and qualitative services are being offered to numerous users as customers for attaining satisfaction (Adeyoyin, 2005). Adekunmisi (2013) agreed that four main factors are responsible for encouraging library professionals to develop marketing strategies to enhance its operations and services. The factors are information explosion, technology revolution, escalating library costs and increasing competition by information providers and web-based commercial services providers.

In addition, Edewor's et al, (2016) study examines the strategies used by university libraries in Africa to market their resources and services to users through the use of survey research design. The findings revealed that university libraries in Africa creatively engage in marketing library and information services through various strategies. It was also found that the most frequently used strategies for marketing library and information services in African libraries are library publications (memos, bulletins, and newsletters), orientation exercises, website and flyers.

Ukwoma's (2014) study also examines strategies for marketing library services by library and information science (LIS) professionals in Nigeria. The study identifies using bulletin boards, seminars and workshops, newsletters, publicity through advertisements and announcements and through website as the major strategies for effective marketing of library and information services.

It is clearly understood from these studies that academic libraries surveyed in Nigeria engaged in marketing their services. However, the previous studies on marketing activities in university libraries in Nigeria focused more on promotional activities and tools. Other marketing strategies such as product, place, price, people, process and physical evidence were not fully explored as the libraries adopted promotion strategy to market their resources and services.

3. RELEVANCE AND APPLICABILITY OF 7P'S OF SERVICE MARKETING MIX IN LIBRARIES

The 7p's service marketing mix model constitutes what is termed as marketing mix which is a set of tools and techniques that service organizations use to achieve the marketing objectives (Akroush, 2011).

Marketing strategy literature indicates that service marketing mix model forms the major segment of a successful marketing strategy. It is a general agreement among marketing researchers that service marketing mix model has strategic elements which are useful and suitable for services and products organizations as a generic marketing framework (Rafiq & Ahmed, 1995; Akroush, 2011).

De Aze (2002) pointed out that marketing mix is the planned package of strategies which support the organization in reaching its target markets and specific objectives. It helps to position the library services very firmly in the perceptions of the community they serve. Koontz and Rockwood (2001) suggested that marketing strategy is a

comprehensive, integrated and coordinated plan that combines four marketing elements, commonly called the '4Ps' they are: Product, Price, Place, and Promotion and 3Ps of the marketing mix are: Participants, Physical evidence, and Process.

The 7ps marketing strategies adopted by profit making organizations for profitability are also applicable to non-profit organizations like libraries for gaining user satisfaction. In supporting this idea, Kendadamath (2011) noted that the marketing strategies as applied to other industrial sectors are equally applicable in the area of information products and services.

Kim and Park (2006) conducted a study on marketing analysis of reference and information services in Korean public, academic, special and school libraries. The study measured the extent of 7Ps marketing mix adopted by Korean libraries and compared its performance among the four groups of libraries. A questionnaire survey was conducted in 197 libraries. The findings revealed that the 7Ps marketing mix performed relatively well except price, special libraries performed best among four groups in the 7Ps marketing mix followed by academic libraries.

It is clear from the above literature that few empirical studies on library marketing strategies have used quantitative research method. The qualitative method, such as interview to examine the marketing strategies in the library sector in Nigeria and even in the world is not adequately addressed. This methodological gap will be filled by this study to investigate marketing strategies implemented to promote library services in Nigeria.

4. METHODOLOGY

This study adopted qualitative research method to investigate and explain the marketing strategies implemented by the librarians to promote the library services in Nigerian universities.

Out of forty (40) federal universities in Nigeria, six (6) were selected using disproportionate sampling technique. In other words, one university was selected from each of the six zones in the country. The selected universities are: Ahmadu Bello University, Zaria (ABU, North West), University of Maiduguri (UM, North East), University of Ilorin (UI, North Central), Obafemi Awolowo University (OAU, South West) and University of Nigeria Nsukka (UNN, South-South) and University of Port-Harcourt (UP, South East) (National Universities Commission (NUC, 2015).

Guest *et al.* (2006) and Malterud *et al.* (2015) recommended that a purposive sample of 6 to 10 interviewees with diverse experiences may provide sufficient information in an interview based study. The purposive sampling technique was used to select six librarians across the sampled universities based on their participation in marketing library services and library working experience.

The study adopted semi structured interview instrument for data collection. The interview guide was developed after reviewing numerous literatures with respect to marketing strategies for promotion of library services (e.g. Kendadamath, 2011; Kim & Park, 2006). The instrument was corrected by experts in marketing and librarians and emailed to the respondents prior to the interview period.

The interview was conducted with six (6) librarians across the university libraries using telephone as recommended by (Bryman, 2012; Creswell, 2014). It was conducted between February and March 2017 and there was no network problem and call interruption experienced by the researcher and interviewees. Each interviewing session was conducted averagely between 35-40 minutes and was recorded using call recorder of the mobile phone directly.

The interview instrument contained three guided themes based the interview questions. These headings are as follows:

1. Background information includes institution affiliation, gender, highest educational qualification, rank, library working experience and marketing experience.
2. Adoption and implementation marketing strategies in relation to 7P's of service marketing mix
3. Impediments hindering implementation of marketing strategies

On the anonymity, all the participants were rest assured that their information will remain strictly confidential. After the interviews, the audio-recorded materials were listened to and transcribed into texts based the themes. Content analysis was used to analyse the data obtained. This was done by comparing the responses, and summarized with each interviewee's comments.

5. FINDINGS

5.1 Respondents' Demographic Profiles

The demographic profiles of six librarians interviewed about marketing strategies for promotion of library services in Nigerian universities are presented in Table 5.1 below.

Table 5.1: Respondents' Demographic Profiles

University	Coding	Gender	Qualification	Rank	Working experience	Marketing experience
ABU	Informant1	Male	MLIS	Librarian1	10 years	6 years
OAU	Informant 2	Male	MLIS	Librarian 1	6 years	3 years
UI	Informant 3	Female	MLIS	Senior Librarian	34 years	10 years
UM	Informant 4	Male	MLIS	Librarian 1	24 years	8 years
UNN	Informant 5	Female	MLIS	Senior Librarian	9 years	4 years
UP	informant 6	Female	MLIS	Senior Librarian	21 years	5 years

Regarding interviewees' gender, there is equal gender distribution as 3 respondents (50%) are females and the other 3 respondents (50%) are males with the same educational qualification, Masters in Library and Information Science. By the respondents' rank, 3 of them (50%) are Librarian 1, while the remaining 3 respondents (50%) are senior librarian. In this study, it can be said that all the respondents have academic status in library.

None of the respondents has less than 6 years of working experience as librarians and the highest is 34 years indicated by informant 3. Concerning the year of marketing experience in the library, the interviewees' responses revealed that none of them has

less than 3 years and the highest is 10 years. Some of the comments made by the participants are:

We interact with our users through user education programmes for creating awareness of information resources and services. Outreaching our user community with information resources and services has been our marketing experience from time to time. (Informant 6)

Our outreaching users is very-very encouraging when we approach students and it is also challenging when we interact with teaching staff with response of no time and tight schedule. It is interesting that awareness and use of library services has improved. (Informant 3)

Making sense of the above data, it can be inferred that all participants have more than enough experience and knowledge to know how the marketing of library services is performed and managed to attain library objective.

5.2 Marketing of Library Services

The respondents were asked whether they engage in marketing library services or not, all the six participants responded that they engage in marketing the services. The participants were further asked about the motivating factors that encourage them to market the library services. All the respondents indicated that the current trends in globalization of information resources and services through World Wide Web (www) and the university's subscription to online databases has motivated them to market their services to users. While four respondents (67%) added that increasing in users' information needs and expectations as motivating factor to keep library services relevant to the user community. The following is the typical quotations from the respondents.

We feel that without marketing library services, no meaningful awareness and use of library services can be recorded by the library management. (Informant 1)

We could not remain in-door and expect our users to voluntarily approach library services without user education programs and library instruction for promoting the services. (Informant 6)

However, the responses and comments of the respondents on marketing library services showed that the librarians have a good level of awareness about application of marketing concept in the library. It is clearly understood that the present situation of marketing library services has changed from the past experience of positioning the marketing of library services as when the need arises only.

5.3 Marketing policy

The participants were asked about the marketing policy whether they have it or not. All respondents stated that they don't have a separate policy designated as marketing policy but the libraries adopted extract from the acquisition policy to embark on marketing library. The respondents were further probed why there is no marketing policy; their responses revealed that it is due to the nature of marketing practice in the library sector as non-profit making organization. Some of the participants' comments are as follows:

Our library acquisition and evaluation process policy reads as "we acquire information resources both print and electronic and make them visible and accessible to our users according to their learning, teaching and research needs". With regards to this extract, we market our information resources and services. (Informant 1)

The adequate marketing policy is not yet developed as it is expected to be but we have planned to develop such policy in the near future. (Informant 3)

It is evident from the statements above that the libraries are yet to develop a marketing policy as it is expected to be in the era of information marketing. It is also inferred from the comments that the nature of academic library as non-profit making sector could be the reason for not having a separate marketing policy.

6.1 IMPLEMENTATION OF MARKETING STRATEGIES IN LIBRARIES

The respondents were asked whether they implement 7p's of service marketing mix as marketing strategies in their libraries to promote the library services or not. All the participants stated that they implemented the 7 P's of service marketing mix to market their services excluding its one component, price strategy. They expressed that the marketing strategies include product, promotion, place, people, process and physical evidence. They further explained that the implementing the six components of 7p's of service marketing strategies in the library setup as service organization cannot be compared to other service profit making organizations. The following are the typical quotations from the respondents.

We have a clear understanding of 7ps service marketing strategies. Our library implemented the marketing strategies to improve our services. We

realize that *the price strategy is not relevant in marketing library services to user community. We maintain the nature of our academic library services to be delivered freely to users. (Informant 6)*

The library membership registration for students is charged along with other tuition fees during their first semester registration. This charge is not based on the information resources and services provided by the libraries. (Informant 5)

From the above statements, it is clearly understood that the librarians implemented six (6) components of 7p's of service marketing as strategies to market their services. The price strategy was not implemented in marketing academic library resources and services. The respondents were further probed to explain how the six marketing strategies were implemented in their libraries. Their responses were presented below.

6.1.1 Product strategy

The product strategy is the first component of service marketing mix which focuses on quality, relevance, organization and evaluation of print and electronic information resources. All the participants agreed that they adopted and implemented product strategy to market the library services by maintaining the quality, relevance and organization of print information resources acquired and online database resources subscribed by the university library. Some of their comments include:-

Our library also maintains the quality of information resources by consulting the faculty members and considering the users' information requirements according to the budgetary capacity of the library. (Informant 1)

We acquire relevant print information resources and subscribe to current and relevant online database resources. (Informant 3)

6.1.2 Promotion strategy

The promotion strategy refers to promotional activities and tools used to communicate to customers about the information resources and services available in the library and educate users on how to use them. All the respondents agreed that they implemented promotion strategy to create awareness of the library services and resources among the user community. They also expressed that the promotion strategy implemented include:-

user education programme and library orientation, and library bulletin, notice boards and library web page as tools to promote the library services. Their direct quotations are presented as follows:

The library assigns the librarians as liaison officers to each faculty in order to promote its information resources and services to faculty members and students. (Informant 2)

Our library provides flyers to users. We use University library webpage to communicate the available information resources to users. (Informant 4)

It is clearly understood from their statements above that the university libraries engaged in conducting user education programme. It can be deduced from their comments that there is human relations and communication among the librarians and library users.

6.1.3 Place strategy

The place strategy refers to both manual and electronic distribution channels employed to make the library resources and services available and accessible to library customers. All the respondents stated that they implemented place strategy as a means for making information resources accessible and usable by users. The place strategy reported by the respondents as distribution channels includes: - branch library, new arrival shelves and Online Public Access Catalogue usage. Some of their comments are as follows:

Our library designs and maintains strategic places in the library for displaying the new arrivals to users (Informant 1)

Our main library uses branch libraries as a strategy to distribute services to users. Both electronic and manual strategies are maintained by our library to distribute services to users. (Informant 2)

We have OPAC for users to access the available resources. The library maintains branch libraries to enhance distribution of resources and services to users. Our library has automated its circulation system for effective distribution of information resources and services. (Informant 6)

The above statements by the respondents further enhance our understanding into manual and electronic methods adopted by the librarians to distribute their services to users. The branch libraries were adopted as another distribution channel for facilitating information resources and services to users.

6.1.4 Price strategy

The price strategy refers to pricing methods adopted by the service organization to cost its services for profitability. All the respondents agreed that the price strategy was not implemented due to its irrelevance in academic library environment. They reported that the users were usually charged for library fees along with other charges during their central registration but this is not considered as price strategy for utilization of the information resources and services.

It is evident from their responses that the academic library is service organization and it is not a profit making sector. The charge for users' registration with the library during their new academic session is not considered as price strategy. This implies that academic library discharges its information resources and services free to users in order to satisfy their information needs.

6.1.5 People strategy

The people strategy refers to skills, knowledge, attitude and attributes that enable librarians and other library staff to participate in marketing library services. All the participants agreed that the library staff are capable and responsible for facilitating the information resources and services to users. The people strategy revolves around training library staff on how to manage library resources and services accessible and usable to users. Some of the participants expressed their comments in these words:-

We maintain public relations and promotional tools to communicate to the faculty members and students about the library resources and services. We attended workshop and conferences organized by NGO on marketing library services. (Informant1)

Our e-library staff engages in training librarians and other library staff on how to assist users on use of library services. (Informant 3)

It is understood from the participants' comments above that the staff were trained to serve the users. The responses of the participants revealed that the people strategy is adopted and implemented by providing the library staff with good orientation and training to serve users. The librarians were assigned with responsibility to train and orient the users on use of library resources and services.

6.1.6 Process strategy

The process strategy refers to the procedures and mechanisms followed to facilitate library operations in marketing resources and services. All the participants reported that the process strategy was adopted and implemented as procedures and methods put in place to perform their services. Some of the respondents commented that:-

Our library operations are coordinated to make the library services visible and accessible to the users. The adoption of ICT facilities has enhanced the library procedures to meet up the users' information needs and requirements. (Informant 2)

Our library maintains the strategic procedures and methods to carry out library operations to enhance and facilitate the library services. The normal schedule of duties and responsibilities of the sections are coordinated to make the services utilized by the users. (Informant 1)

We maintain to keep our conventional procedures and methods to facilitate library services to users. Most library operations are automated and this development enhances our marketing activities. (Informant 3)

It can be inferred from their statements that their process strategy for marketing revolved around both manual and electronic channels.

6.1.7 Physical evidence strategy

The physical evidence strategy refers to library environment and equipment put in place to make the librarians comfortable for delivering services to customers. All the respondents agreed that the library environment is conducive and the library equipment are comfortable for enhancing the services to users. Some of the respondents' comments include:-

Our library environment is conducive and comfortable for facilitating the services to users. The reading areas are equipped with modern facilities to enable the users utilize the resources and services within the library. (Informant 1)

There are some strategic places designed to promote library services to users, for example, new arrival section for conventional display of newly acquired materials and multimedia section for audio materials and digitized resources. (Informant 2)

The above comments made by the respondents indicate that the physical environment contributes to marketing of library services. The adoption of ICT facilities

has made library resources and services accessible by users at their convenient locations. Some of the respondents commented on implementation of marketing strategies as follows.

We combine the 6p's of service marketing strategies as tools to satisfy the customers' information needs, meet library objectives, enhance market position, and improve competitive advantages in marketing information resources and services. (Informant 6)

We manipulate the 6 marketing strategies to optimize our services for two reasons: first, to stay in information business and, second, to make library resources and services to be accessible and usable at the right time and the right place by the right users. (Informant 4)

Basically, it is clearly understood from the responses and comments of respondents that the 7ps of service marketing mix were adopted and implemented by the librarians to facilitate their conventional operations and market the services to user community.

6.2 IMPEDIMENTS HINDERING IMPLEMENTATION OF MARKETING STRATEGIES

The participants were asked to highlight the impediments hindering the implementation of marketing strategies in relation to the 6P's of service marketing mix. All the respondents reported financial constraint as the main barrier that hinders their efforts to implement the strategies. All the participants further expressed that inadequate training of librarians on marketing profession; inadequate internet bandwidth and absence of marketing policy for proper coordination of marketing activities were impediments hindering the implementation of marketing strategies.

The recommendations made by the participants concerning the impediments hindering implementation of marketing strategies include:-

The sufficient budget allocation for marketing activities from the university management is required. (Informant 2)

We need professional training in marketing to improve on implementation of marketing strategies. The library management needs to look into the segment of collection development policy indicating acquisition and provision of information resources and services to users as an extract to be developed for marketing policy. (Informant 1)

It is evident from the participants' responses that the impediments hindering implementation of marketing strategies revolve around technological, economic and administrative factors. Their recommendations indicate their positive attitudes and perceptions towards implementation of marketing strategies.

7.2 DISCUSSION OF FINDINGS

Marketing of library services has been considered as a good strategy to improve awareness, access and use of information resources and services among segments of users (Kaur & Rani, 2008). Implementation of 7p's of service marketing has also been recognized by both profit making and non-profit making organizations as proper tools to enhance their marketing practice and attain customers' satisfaction (Akroush, 2011; Bamigbola, 2013).

This study establishes that the interviewees have a good qualification in librarianship and enough working experience and considerable experience in marketing library services in Nigerian universities. This reflects the interviewees' positive attitude and good perception about implementation of marketing strategies to promote library services. This finding is in line with Chegwe & Anaehobi's (2015) who reported that librarians in academic libraries have a positive perception and attitude toward marketing services.

The study revealed that motivating factors for marketing library services include the current trend of globalization of information resources and services through internet facilities, the users' information needs and demands and university's subscription to online databases. This finding confirms the opinion of Adekunmisi (2013).who stated that information explosion, technology revolution and increasing competition by information providers are the factors that encourage the libraries to market their services.

The finding revealed that there is no marketing policy and this confirms the finding of Baro & Ebhomeya (2013) who found that the university libraries in Nigeria don't have marketing policy. Bishop & Rowley's (2013) study revealed that only five out of the eighteen libraries sampled in United Kingdom had a marketing policy. This reflects that majority of the libraries did not have a marketing policy. It is the belief of the researchers that the absence of marketing policy poses a challenge on implementing the marketing strategies. On the other hand, the librarians realized this challenge of no

marketing policy and they hopefully commented that they have a plan to develop their marketing policy in the near future.

The study also revealed that the university libraries implemented six components of 7P's of service marketing mix to facilitate their services. The six relative components implemented are product, promotion, place, people, process and physical evidence with exclusion of price strategy. This finding is line with that of Kim and Park (2006) who found that Korean academic libraries among other libraries relatively implemented six components of marketing mix except price strategy. The finding also confirms the relevance and applicability of three components of traditional 4P's of product marketing mix and expanded 3P's of service marketing mix in the academic libraries as suggested by Rafiq & Ahmed (1995) and Bamigbola (2013).

On impediments that hinder the implementation of marketing strategies, the study reported financial constraint, inadequate training of librarians on marketing profession; inadequate internet bandwidth and absence of marketing policy. Similarly, Baro & Ebhomeya (2013) and Chegwe & Anaehobi's (2015) in their studies on marketing library services in Nigeria reported such impediments and the only difference is the improvement on power supply reported in this study.

However, the implementation of marketing strategies cannot be the sole responsibility of an individual, the commitment and involvement of all library staff is needed to attain success. Therefore, good experience and commitment as demonstrated by the librarians in the cause of this study is noted as basic to understanding the marketing of library services in Nigerian universities.

7.3 CONCLUSION

This study examined the implementation of marketing strategies in relation to 7P's of service marketing mix for enhancement of library services in Nigerian universities. It can be concluded that the six components of the service marketing mix are relatively implemented to promote the library services and the librarians have demonstrated their positive commitment toward marketing strategies.

This implies that the implementation of marketing strategies is essential for the university libraries if the librarians wish to remain active and relevant in the information services market. However, it is erroneous to hold on to the point that libraries don't need to adopt marketing strategies to promote their information resources and services.

The implications of the findings of this study on implementation of marketing strategies are as follows: First, it will prepare hit and run librarians to be more committed to marketing library services and improve their skills on how to manage the strategies. Second, it offers the librarians the knowledge that 7p's of service marketing mix is relevant and sufficient to excel in the information market. Third, librarians are reminded that it is important to improve the technological settings of the library in order to facilitate the implementation of marketing strategies.

Finally, librarians are able to understand that the implementation of marketing strategies requires managerial and financial commitment for genuine successes in information market. The study recommends that there is a need for university libraries to train their staff on how to maximize the use of the marketing mix to the library and users' advantage.

Future studies should use large samples with mixed methods (qualitative and quantitative) for generalization purpose because this study used a small sample and therefore, generalization of its findings will be limited. There is a need for any further research on assessing the impact of implementation of marketing strategies on use of library services from users' perspective.

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