TECHNIQUES USED TO MARKET THE LIBRARY: CASE STUDIES OF UNITED STATES INTERNATIONAL UNIVERSITY (USIU-A) LIBRARY AND THE KENYA NATIONAL LIBRARY SERVICES (KNLS)

BY

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Techniques used to market the library:
DECLARATION

This is my original work and has never been presented for examination in any other University.

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This project has been submitted for examination with my approval as a University supervisor

Supervisor: ____________________________

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XENYATTA UNIVERSITY LIBRARY

2004
DEDICATION

This work is dedicated to all my family members for their support in my studies.

Special dedication goes to my dear husband and son for their total support and encouragement. Thank you for being there for me and sacrificing so much to make sure that I succeed in this work.
ACKNOWLEDGEMENTS

First my warmest gratitude goes to God Almighty for giving me the opportunity and the strength to go through this program. It is by His grace and mercy that I am able to complete it. God I am grateful.

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ABSTRACT
This study investigated the effectiveness of the techniques used to market the library. Among the areas looked into were: the different marketing techniques being used in libraries today; evaluating their effectiveness in selling the library services to users and non-users; feedback from users about their satisfaction/dissatisfaction in using the library; and also finding out the extent to which library staff have been instrumental in marketing the library services and products.

Two libraries: United States International University (USIU-A) and the Kenya National Library Services (KNLS) were the case studies. Data was collected using questionnaire and observation methods. Data was analysed using SPSS software.

The study found out that various marketing techniques were actually being used in the two libraries studied. However these marketing techniques were not fully effective in marketing library services to users and non-users. Furthermore the study also found out that users prefer some services in the library to others depending on the degree of marketing of each service. Users sometimes preferred using other information providers than the library due to various reasons that have to do with marketing techniques. Users also gave various reasons why they are not fully satisfied with using the library among them failure by the library to do user surveys, not welcoming user suggestions, lack of evaluation of services etc.

The study therefore came up with recommendations and various solutions that can be applied to modern libraries today in order to solve this problem of
ineffective marketing techniques in libraries. These include: having marketing plans for in libraries; have operational marketing departments in libraries; making marketing of services to users more effective and embracing new technology in libraries.
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LIST OF ABBREVIATIONS

1. KNLS - Kenya National Library Services
2. USIU-A - United States International University, Africa
3. PR – Public relations
4. CAS – Current awareness service
5. SPSS – Statistical package for social sciences
CHAPTER ONE: INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Marketing is a term that has been defined differently by different people. For the purpose of this research the researcher chose to use the definition by Woodruffe, (1995) which states that

*Marketing is identifying and satisfying needs and wants of Consumers by providing a market offering to fulfill those Needs and wants through exchange processes profitably.*

In a library situation the consumers would be the library users and therefore marketing for libraries would be identifying the needs that the users have and then providing products so as to fulfill those needs. It simply means creating products that meet the client’s information needs and then planning ways of informing the clients of these products and services. In libraries services are substituted for goods. Those services can be active (reference services or bibliographic instruction) or they can be passive to the consumer (the development and maintenance of collections or the provision of networked information). The market for libraries is the set of individuals who might possibly take advantage of the services offered. In academic libraries for example these would be students, faculty and staff of the institution. Each of these may be a market segment. Other markets or segments for a library may be members of the local community, members of other educational institutions, members of the scholarly community, etc. There is usually a direct interaction between the
service provider (librarian) and the consumer (user) in a library situation. It is a two-way interaction as the consumer participates in the exchange process with the service provider.

The concept of marketing leaves a bad taste in the mouth of many librarians. Many librarians do not promote library services well and are often reluctant to borrow from the private sector, although that may be the only thing that will guarantee a viable future. It is very clear that the difference between good libraries or good companies and those that do not achieve their goals is the quality of their marketing. Users are going to evaluate their use of the library based on their personal experiences while using library services. Marketing offers the opportunity to address changes in physical facilities, materials and services offered by the library and the quality of professional help, which is offered. Today when libraries are expected to do even more with less finances and human resource, marketing and public relations play an increasingly important role. However the marketing techniques being used must be effective in order for libraries to achieve their marketing goals.

1.2 HISTORICAL DEVELOPMENT OF MARKETING

Prior to the time of the industrial revolution, virtually all trade and exchange processes involved some personal contact between suppliers and their customers. The increase of overseas trading and the advent of the industrial revolution heralded the start of new types of trading practices and the
introduction of some of the processes, which are part of marketing today. Little attention was given to the role of the consumer in exchange processes. In the early Twentieth Century the realization that marketing was in itself an important part of the business led to the founding of the American Marketing Association and the development of the earliest aspects of marketing theory and practice. It was much later, however that the need for a marketing orientation was recognized with a clear focus on the needs of the consumer. Today marketing tools and products have been developed to enable marketing organizations to exploit opportunities and respond to market needs. Profit making organizations have been at the forefront when it comes to marketing mainly due to increased competition.

1.3 HISTORY OF MARKETING IN LIBRARIES

According to Renborg (1997)

The history of marketing library services begins long before the concept was born, even before Samuel Swett Green in his quoted speech at the ALA conference in 1876 advocated improved personal relations between librarians and the reader.

Today’s marketing has its roots in parts of the USA and Northern Europe, in countries with few illiterates, more money, library and library schools than the rest of the world. Most of the twentieth century library activities such as advertising, extension work, publicity and public relations have often been met
with resistance from the library world on the whole as shown by the words of Wedgeworth (1981)

John Cotton Dana in 1910 horrified some of his more staid library colleagues by using a billboard to advertise the library.

Two landmarks in the 1930's are 'Ranganathan's five laws of librarianship' and 'Publicity Primer' by the Editor of 'Wilson Library Bulletin' Marie D. Loizeaux. Most of the library extension work had so far grown from local needs especially in the large cities, where children's librarians were pioneers reaching out to children. In the 1940's the World's First Library Week took place in Australia. In the 1950's Scandinavian librarians started to use book talks as a method trying to reach new readers. In 1963 the first course on library public relations was arranged at Columbia University, New York. However it took some years until it became a habit to plan for public relations in libraries. Already in 1963 IFLA wanted to bring attention to all the activities, which for decades had been used to encourage people to read.

From then up to today marketing techniques have been tried in different libraries under different names like public relations in libraries, outreaching in libraries, library marketing etc. All these show that marketing is not a new terminology in libraries. Librarians have borrowed a lot from the profit making organizations to try to improve their own service marketing. To use the concept "marketing" the librarians have borrowed some management tools from the commercial world. If marketing has been with librarians for this long then why hasn't it worked as well
for libraries as in the commercial sector? This is the question this researcher is trying to answer.

1.4 STATEMENT OF THE PROBLEM

The idea of marketing works very well in profit making organizations. This could mainly be because they are involved in direct selling of products and it is so easy to see what methods work and which ones don’t. As observed above, the idea of marketing in libraries has been with us for a very long time. The big question is, “why hasn’t marketing been successful in libraries as it has been in profit making organizations?”

Recently there have been tremendous changes in societies that affect the entire concept of what a library is and does. Libraries are under threat. They face many challenges that affect their very existence. Similar issues face all types of libraries: university, research, public, school and special. Libraries face increased cost and expansion in the variety of materials. They face increased competition from other information providers like cyber cafes, information bureaus, information consultants etc. They also face a threat from the impact of new technologies in information provision like the Internet. We are having more and more people preferring alternative sources of information other than the library. This reality is echoed in the words of Morgan (1998) when he says

As of late, the reality has set in that libraries have fallen from their position as centers of information universe. Our market share as librarians has dwindled considerably. Put another way there are more people
providing information sources today than ever before.

These other sources of information pose a great challenge to existing libraries and the truth of the matter is that we librarians must think more aggressively about marketing our information and knowledge products and services if we expect to be around in the future.

The researcher has noted that in every library visited there is talk of marketing and promotion. There is a possibility that the present marketing techniques are either not working or that they are not being used effectively. It is surprising that most library users that the researcher has talked to, are not aware of many services being offered in the library. This shows that it is possible that some users learn of some services accidentally or those who are meant to sell the products and services are also not too eager to do it. The researcher would like to find out why?

Most outreach programs often involve teaching employees how to use the facilities rather than to solve user's problems. Others will teach employees how the effective use of information can lead to the creation of better products or services to be ahead of competitors instead of creating products and services to meet the users' needs. Given this kind of scenario, it won't be long before the library's customers are snatched by other information providers who are all too willing to provide information to users in convenient and less time consuming ways. Could it be that the present marketing techniques are not effective?

On the other hand these threats may also be challenges. They can give librarians the opportunity to redesign their own future by redesigning their marketing
techniques and borrowing from the competition. The researcher believes it is not too late and something can be done to rectify the situation. This problem should therefore be addressed as soon as possible before it is too late.

1.5 AIM OF THE STUDY

The aim of this study is to analyze how marketing is being carried out in libraries and how effective it has been in selling the library services and products to users and non-users of the library.

Specific objectives

1. To categorize the marketing techniques that are currently being used in the case studies.

2. To evaluate the effectiveness of these marketing techniques in selling the library to users and non-users by finding out:
   - If users are aware of all the services and products available in the libraries.
   - The extent to which users utilize the services and products available in the library
   - The reasons for user preferences in the case studies and
   - Why users prefer other information providers other than the case studies.
3. To get feedback from the users about their satisfaction/dissatisfaction in using the case studies.

4. To find out the extent to which library staff have been instrumental in marketing the libraries.

5. To suggest possible solutions to the problem of ineffective marketing techniques in the two libraries studied.

1.6 SIGNIFICANCE OF THE STUDY

It is the feeling of the researcher that marketing in libraries has been ineffective and if libraries do an ineffective job of marketing the costs are high. The results are a waste of resources, which the society cannot afford. Therefore marketing in libraries should be treated as a serious undertaking with important consequences.

The significance of library marketing will increase, as the people in these organizations understand what marketing is and what it can do for them. The marketing techniques in use in many libraries are not well coordinated and the people in charge of them usually have other duties and titles. For a more effective marketing job, most libraries need a more formal, recognizable marketing structure that the researcher intends to suggest.
Librarians need to continually challenge themselves to improve their products as part of their entire marketing strategy. In an environment of cost cutting and elimination of waste it becomes inevitable that the community will eventually focus on the information service, look at the cost which it incurs and determine value adding in relation to the financial input to the service. Marketing techniques should be customer oriented and should be geared towards the needs of the library users as echoed by Feenstra (1997) when she said:

Making clients and the satisfaction of their needs the focus for structuring and the delivery of information services and the application of resources, is where marketing and justification of the existence of the information services come together.

This means that if our marketing does not target and satisfy the library user then it is completely useless. The bottom line is that information users want value for money and therefore all marketing endeavors must be effective.

The researcher believes that the findings of this study will have very significant implications and completely change the way libraries do their marketing. The obvious reason for libraries to become involved in a formalized effort of this nature is to improve the satisfaction of library patrons and potential library patrons. The following reasons highlight the urgent need for this study

1. The recommendations for an effective marketing strategy that this study proposes may be used not only by these two libraries under study but by all libraries that aim to have their influence felt in this age of information explosion.
2. This study highlights the importance of the user as the library’s customer hence helping librarians to gear their marketing towards the needs of the user and this will increase user satisfaction in the library.

3. The findings of this study could be used as a source of reference in future studies since I believe I was not able to research on everything that needs to be researched on concerning this topic.

The library administrators, the current and potential users and the researchers will therefore benefit from this research.

1.7 SCOPE AND LIMITATIONS OF THE STUDY

This study was based in Nairobi. Nairobi is the capital city of Kenya with a population of about three million people. The study covered two libraries namely: Dr. Lilian Beam Library in United States International University (USIU-A) and the Kenya National Library Services (KNLS). The USIU-A Library is about 20km from the city center while the KNLS Library is about a kilometer from the city center. The former is an academic library while the latter is a public library. It is the feeling of this researcher that the sample size was representative enough and that the findings of the study will be applicable to all libraries.

One limitation that the researcher felt was a great challenge was time. Data collection and report writing were done simultaneously with field attachment and course work. This forced the researcher to reduce the sample size considerably.
1.8 DEFINITION OF TERMS

MARKETING

These are a series of activities that begin 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. It is usually geared to a specific target group. It always involves elements of planning: assessing the needs of the community and identifying a specific target public, determining what product or service to offer, delivering the product or service and evaluating the effectiveness of the transaction.

OUTREACH

It is distribution of facilities and services, which embodies the concept that service must be proactively extended beyond the walls of the library building to the actual area of need. It is a combination of marketing and public relations, with the focus of outreach activities on getting out of the library and into the community. That is where you can receive feedback from members of the target group to make a more objective assessment of the effectiveness of your library's marketing and public relations.

EVALUATION

Evaluation measures the effectiveness of the integrated strategic marketing process. Evaluations are designed measurement systems that track performance
and point toward needed adjustments to reach goals and objectives. Evaluation is the process of asking questions about performance and behavior before, during and after the process of marketing.

SATISFACTION
It is a person's feelings of pleasure or disappointment resulting from comparing a product's perceived performance (or outcome) in relation to his or her expectations.

QUALITY
It means conforming to requirements. Quality governs the acceptability of the information retrieved.

EFFECTIVENESS
It is the result of something having worked well and producing the result that was intended. It also means increasing the level and quality of output.
CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION
This chapter involves going through various literature that is related to the area of study, which is marketing, in order to find out what other people have researched on and made conclusions about marketing. The literature review will then assist the researcher to discover the research gap that needs to be filled, hence justification for this study.

This literature review was based on the following areas of the study

- Aims of marketing
- Services marketing
- Customer care
- Criteria of evaluating good service
- Commonly used techniques to market libraries
- Service quality and Measure of effectiveness of marketing techniques

2.2 AIMS OF MARKETING

Contemporary management practices suggest very strongly that marketing is an essential component of any organizational business plan. As noted earlier the difference between good libraries and those that do not achieve their goal is the quality of their marketing. It is not enough to manufacture products, they must also find a buyer and to do this they must satisfy an expressed or latent need.
Information must not only be produced but it must also be marketed as noted by A. David (1977) when he said:

Information is a perishable product, which can be costed and marketed. It can be bought, sold, produces a yield and is subject to economic laws.

A challenge for any librarian is keeping the library's customers aware of all the services the library offers. A successful librarian needs to continuously market library services and products as echoed by Donal (2003).

If corporate librarians do not blow their own horns, library services may only be appreciated by a few. A librarian realizing that marketing library services is the same as providing good customer service, will create and follow a marketing plan to avoid some common library pitfalls.

Marketing, with product definition, can help simplify customer relations. If the library cannot name its products chances are its customers cannot either.

One problem facing many libraries today is that of low-quality image from many people. Not enough people see the library as the place to find the latest information. This is echoed by Sirkin (1991) when he says:

Libraries are perceived as giving information away for free and in American culture anything free is thought to be of little or no value.

Library users are likely to perceive library services as free unless library staff make an effort to educate them about the real cost of those services. Proper marketing services can give a professional image to library services and help remind users of the value of the services they are lucky enough to receive "for free."
Recently change has been constant in the library profession posing new, exciting and often difficult challenges to libraries in serving the multicultural, diverse-competency level needs of users and in keeping pace with increasing technological innovations. Marketing is a tool to help libraries adapt to change. Leisner (1995) commenting about the role of marketing in libraries says that the objectives of marketing in libraries are

- Every library wishes to achieve high levels of customer satisfaction
- Every library wants to enhance the perceived value of their services
- Every library wants to insure the survival of their respective institutions

According to these objectives it shows that an enhanced perception of the value of the library will translate into increased levels of support and that usage and funding is necessary for the continued survival of the library.

Woodruffe (1995) gives broad aims of marketing that would be very relevant in a library situation as follows

- To understand and anticipate customer needs
- To provide benefits and satisfaction to meet those needs
- To ensure consistent quality and customer satisfaction
- To retain existing customers and attract new ones
- To achieve organizational objectives

The main reason of having marketing objectives in a library is to help the librarian to come up with marketing techniques to help him achieve his objectives. Constant evaluation of his marketing techniques should be done so as to see whether they are helping him to achieve his goals. If not then the techniques
should be redesigned or changed completely. It is the opinion of the researcher that marketing techniques in a library should be able to achieve the following:

- Inform users about the collection and services of the library
- Improve the image of the library in the organization
- Make the library more user friendly
- Help the library gain support for its programs
- Generate funding during a period of budget cut-backs

If a library was able to market itself properly and achieve these objectives then its marketing techniques would be considered effective.

2.3 SERVICES MARKETING

A library offers service and therefore when marketing libraries we are actually marketing services. Etzel (1997) defines services as identifiable, intangible activities that are the main object of a transaction designed to provide want-satisfaction to customers.

Service is performance rather than a thing. Traditionally service industries have not been marketing oriented. They have lagged behind sellers of goods in accepting the marketing concept and in adopting marketing techniques. In recent years marketing in service industries has changed. Increased competition has generated a growing awareness of marketing challenges and opportunities in services industries in general including libraries. They need to be dynamic and flexible to move with today's changing environment. Due to the nature of services
they have special characteristics that need to be considered so as to understand their marketing. Woodruffe (1995) has pointed out four special characteristics of services marketing that make them unique. These are:

**a) Intangibility**

They cannot be seen or tasted. This can cause lack of confidence on the part of the consumer. It is difficult to measure service value and quality. Information, the library’s main product is an intangible commodity. The consumer cannot be sure how good the commodity is until he consumes it. Information handlers must therefore go a step further to make their services known through proper marketing. A library letterhead or logo can also go a long way towards making it a tangible commodity.

**b) Inseparability**

Services are produced and consumed at the same time. The service provider becomes an integral part of the service itself. For example in a library situation when a user comes to the library with an enquiry, the reference librarian performs an interview, gets the answers and provides them to the user. The reference librarian cannot separate himself from the service that he is giving. This makes the members of staff in a library, very important tools for marketing. The fact is that they can either market the library or send potential customers away for good. Library marketers must therefore bear this in mind. Every encounter that the library staff shares with users is an opportunity to share their expertise, their
resources and themselves in a way that allows the users to savor the experience and go away wanting more.

c) Heterogeneity

A service exists only once and is never exactly repeated. Personnel training and careful monitoring of customer satisfaction and feedback can help to maintain high standards. This means that if a user comes to the library and experiences poor service, that experience will remain and good service later on cannot replace it. Library managers should therefore make sure that they have well trained staff who are competent enough to handle the resources. Library users should also be encouraged to give feedback concerning their time in the library. This helps in evaluating the library services and personnel in order to maintain good quality. Service improvement can only happen through customer input.

d) Perishability

Services are perishable, they cannot be stored. A service not utilized is a lost opportunity forever. Services are not like goods. Goods not bought today can be stored and sold tomorrow but services not sold today are lost opportunities forever and cannot be stored. A reference librarian who does not receive a single enquiry in a day is a lost opportunity forever. He will be paid for that day but his service for that day cannot be stored meaning that he will never be able to give service for that day again. This is one of the major reasons that librarians should do serious marketing of their services so that they don't perish. A lost opportunity
of library services not being used will never be regained. There is no use in having products that will never be used by anybody. Aggressive marketing is therefore a must for every serious librarian.

Due to the nature of the information services as discussed above librarians must make sure that the techniques they use to market them are effective as opposed to goods marketing. Librarians must not be perceived any more as gatekeepers rather than service providers.

2.4 CUSTOMER CARE

Leon Leonwood Bean (http://www.managementfirst.com/articles/Kotler.htm) was once quoted saying

\[\text{Sell good merchandise at a reasonable profit,}\]
\[\text{Treat your customers like human beings and}\]
\[\text{They will always come back for more.}\]

A library's customers are the library users and the users are the librarian's reason for being. In the past libraries may have been thought to be indispensable, but today they have competition from various sources. Additionally customers can easily locate a lot of information on the Internet that may or may not be found in libraries. The alternatives are numerous and they are increasing daily. Moreover the private sector has entered the information and research field that once was thought to be a domain of libraries, and they are making a profit from it. Customers may prefer the speed, ease of access, personal attention, convenience or simply the lack of hassle that they perceive to
be available in many libraries. Libraries should be customer oriented if they are to survive in future.

According to Feenstra (1997)

Customer service is based on a strategy for quality service and a commitment to hiring front-line people selected, trained and supported with customer goals in mind.

We can no longer concentrate on functions and materials, instead it is necessary to emphasize users’ needs and how staff can meet these needs. It is interesting that only in recent years information professionals have become concerned with customer service. People who go to the information center today see themselves as clients and expect to be treated as they would in a retail situation.

Customer service is the expectation from the client that he will receive a smile, an offer of help and a promise that the information will be supplied within a specific time period, usually dictated by the client. Feenstra (1997) continues to say

We must always remember that customers are a part of what we do, that information professionals would not exist if it weren’t for the people who use the information they manage.

People from all walks of life expect to receive first-class customized service whether buying products or services. When these expectations are not met customers do not return. It is our duty then as librarians to treat our customers well if we expect them to come back. The entire library activities should be customer oriented. Customers’ wants must be recognized and satisfied.

All our marketing techniques and activities should be geared towards the needs of our customers the library patrons. Marketing should start with an idea about a
want-satisfying product and should not end until the customers wants are completely satisfied which may be sometime after the exchange is made. Many times our marketing techniques are not effective because they are only skin deep. Palmer (2001) gives some telltale signs that show activities that do not put the customer first. Some of these are:

- Opening hours that are designed to suit the interests of staff rather than customers
- Administrative procedures that make life easier for the company rather than its customers
- Reserving prime parking spaces for staff rather than customers
- Advertising which is aimed at the egos of managers rather than the needs and aspirations of potential buyers

These and others just show the customer that he is not valued and the minute he gets an alternative he will just take off. Customer service should be at the top of a library's priority list.

Whether the buyer is satisfied after purchase depends on the offers performance in relation to the buyers' expectations. A customer-centered organization makes it easy for its customers to deliver suggestions and complaints for example by providing suggestion boxes or comment cards. Kotler (1998)

Since most customers don't complain responsive companies should obtain direct measures of customer satisfaction by conducting periodic surveys. This can be done by use of questionnaires or telephone calls to random samples of customers. Libraries can even go a step further by contacting users who have stopped using the library and switched to other information providers to learn why
this happened so as to be able to rectify the situation. This topic is best summarized by the words of Kalan (2002) when he says:

\[
\text{A Customer is not an interruption of our work..., he is the purpose of it. We are not doing a favor by serving him..., he is doing us a favor by giving us the opportunity to do so.}
\]

We need to remember to make each interaction with a customer a selling opportunity. Make it a pleasure for the customer to do business with us, and sometimes break the rules to make that sale.

2.5 COMMONLY USED TECHNIQUES TO MARKET LIBRARIES

The researcher does not wish to dwell so much on marketing techniques in libraries because they have already been dealt with by another researcher (Beth Mwige) in her thesis on “Information marketing in academic libraries.” The researcher will therefore only highlight what was not discussed in the earlier project. There are many reasons for marketing library resources as Saunders (1999) remarks:

\[
\text{Promotion is based on the assumption that people won't know what the library has to offer them unless they are told. The librarian may wonder why no one is coming into the library to use the fantastic (and fantastically expensive) new database, journal, or collection of books. The librarian may wonder why the library only gets one reference question per week. And when the library closes, the librarian may still be wondering why. The answer is promotion, or a lack thereof. How will people know about new acquisitions if they're not told somehow? How will people know that the library exists to serve them, if no one bothers to make the library a known entity? How can the library survive if no one uses it and there is no}
\]

justification for its existence? Promote, promote, promote! Make everyone aware of the library. Make the library indispensable.

We face many challenges in attracting users to our resources, particularly if they must pass through commercial or organizational portals to find them. With increasing competition on the Web, we must market aggressively to our local populations.

*Effective sales strategies do more than tell just what the product is; they also demonstrate why the consumer should want that product in particular. Yucht (2001)*

We should therefore always make sure that our marketing strategies are effective in convincing users that our products and services are better than those offered by the competition. Some of these marketing techniques include:

**a. ADVERTISING**

Advertising is mass paid communication, which is used to transmit information, develop attitudes and induce some form of response on the part of the audience. Some most common type of media that can be used are like newspapers, magazines/journals, out-door advertising like posters, television, cinema, commercial radio etc. advertising help boost the use of a library by making users and non-users aware of what is available in the library.

**b. VISUAL MERCHANDISING**

Visual merchandising consists of exhibitions and displays, which are designed and presented to draw attention to library products and services. Dramatic displays help to reinforce the library's position in user's minds as well as being
informing. Once a visual merchandising exercise is embarked on and receives positive feedback from clients, it must be continued.

c. PUBLIC RELATIONS

It is the deliberate planned and sustained effort to establish and maintain mutual understanding between an organization and its publics. According to Palmer (2001) the following are tools of public relations

1. Press releases – they are used to announce new service launches, new appointments or significant achievements.

2. Lobbying – professional lobbyists are often employed in an effort to inform and hence influence key decision makers who may be critical in allowing for elements of a marketing plan to be implemented.

3. Education and training – in an effort to develop a better understanding and hence liking of an organization and its services, many organizations aim education and training programs at important target groups.

4. Exhibitions – most companies attend exhibitions not with an intention of making an immediate sale, but to create an awareness of their organization, which will result in a sale over a longer term.

5. In-house journals – Many service organizations have developed their own magazines, which are given to customers or potential customers. By adopting a news-based magazine format the message becomes more credible than if it was presented as a pure advertisement.
6. Special events – in order to attract media attention, organizations sometimes arrange an event, which is in itself newsworthy and will create awareness of the organization.

7. Sponsorship – it involves investments in events or causes in order that an organization can achieve objectives such as increased awareness levels, enhanced reputation etc.

8. Press conferences – these are used when a major event is to be announced and an opportunity for a two-way dialogue between the organization and the media is considered desirable.

Word of mouth is by far the cheapest, most effective means of promotion any kind of library can hope for. It is important, therefore that users have a positive experience in the library by having convenient opening hours, supplying small conveniences like paper and pencils handy for forgetful users, knowing the users and anticipating their information needs, providing quality information services and making the library fully client-centered.

D. STAFF AS MARKETING TOOLS

Marketing of libraries should be the responsibility of all members of staff. As earlier mentioned service providers cannot separate themselves from the service that they provide. The staff members need to be smart and offer expert knowledge but, in fact, it is the personal encounters that hold value. According to Block (2001),
Library officials need to examine their organizations' human links to influential groups and individuals in their communities. To what non-library groups do each of your staff members belong? In each of those groups those staffers should make a point of routinely supplying timely and accurate information to aid in decision-making. Meme theory, the premise that ideas spread contagiously through society like a virus can also be a useful tool for identifying the people and organizations librarians need to influence. People who are active in several groups are connectors who can spread ideas and enthusiasm among those who share few common interests.

Library staff members can make a point of letting the community members know when new books come in, the newest databases, redesigned web pages, reference books, magazines and other library resources. Librarians have to put marketing time and money into reaching out to the people who make things happen in their communities.

The library staff members also provide good marketing by being polite, courteous and respectful to the library users. A good experience in the library through good service will spread like bushfire and the same will happen to a poor experience. Activities of staff can be important in creating an image of an organization, which can live on to influence target customers perceptions of an organization.

Staff who have front-line encounters with customers should be trained to treat these encounters as promotional activities. Palmer (2001)

Marketing is not something that a library does once and then never has to do again. It has to be a continuous process for it to be effective. However before a marketing technique is repeated it has to be evaluated to determine its success. If a new service was promoted, yet no one came into use it, then something needs to be changed before promotion occurs again. The researcher will now
look at ways of measuring effectiveness of marketing techniques and service quality.

2.6 SERVICE QUALITY AND MEASURE OF EFFECTIVENESS OF MARKETING TECHNIQUES

One thing that will determine the effectiveness of our marketing campaign is service quality. Even if the marketing is 100% excellent but the service is poor then it is all useless work. Quality means conforming to requirements. This implies that organizations must establish requirements and specifications. Once established the quality goal of the various functions of an organization is to comply strictly with these specifications. When talking of total quality management Palmer (2001) has this to say

*Total Quality Management (TQM) is a means of organizing and involving everybody employed in an organization, in all activities, in all functions and at all levels. The approach recognizes that the activities of every staff member have an impact on the quality received by customers including non-contact personnel, whose activities such as processing invoices, or orders could nevertheless have implications for customer satisfaction.*

Libraries are ideal places to implement TQM. They are service organizations dedicated to their customers, the patrons. By formulating a strategic plan, and following it with a commitment to continuous quality improvement, library managers can transform and improve their organizations. Research outside library and information science indicates that an individual receiving what that person considers “bad service” tells approximately ten others of that experience.
In marketing library services librarians must therefore first make sure that the quality of their services is high.

Service quality demands understanding, appreciating and responding to user perceptions. It commits to continuous evaluation and improvement and learns from good and bad service elsewhere. Behind every successful library is a vision of what it can and should be. This vision is developed by understanding the community it serves, and developing products and services to satisfy community needs. To be sure that the service offered is quality it has to be evaluated continuously. Since quality control is one of the four major functions (planning, organization, administration and control) of sound management, librarians, who occupy posts that are administrative in nature, are professionally responsible for evaluating the quality of the services provided. The purpose of an evaluation is to provide the administrator with the systematic information he requires to assess the quality of services objectively and take a rational decision.

According to Blois (2000) the six criteria for measuring good service are the following

1. Professionalism and skills – the customers realize that the service provider, its employees, operational systems and physical resources have the knowledge and skills required to solve their problems in a professional way.

2. Attitudes and behavior – the customers feel that the service employees (contact persons) are concerned about them and interested in solving their problems in friendly and spontaneous ways.
3. Accessibility and flexibility – the customers feel that the service provider, its location, opening hours, employees and operational systems are designed and operate so that they are prepared to adjust to the demands and wishes of the customer in a flexible way.

4. Reliability and trustworthiness – the customer knows that whatever takes place or has been agreed upon, they can rely on the service provider, its employees and systems to keep promises and perform with the best interest of the customers at heart.

5. Recovery – the customers realize that whenever something goes wrong or something unpredictable unexpectedly happens, the service provider will immediately and actively take actions to keep them in control of the situation and find a new acceptable solution.

6. Reputation and credibility - the customers believe that the operations of the service provider can be trusted and give adequate value for money and that it stands for good performance and values that can be shared by customers and the service provider.

After evaluating the service we must also evaluate our marketing techniques so that we can know whether they are effective in meeting the library objectives or not. As earlier mentioned all marketing techniques in a library should target the user who is really the reason why we market our services. Effective marketing techniques should result in customer satisfaction and to his needs being met. We can therefore measure the effectiveness of marketing techniques by getting
feedback from the users about their satisfaction or dissatisfaction. If the users are
dissatisfied then there is something wrong with the marketing techniques.

According to Palmer (2001) the following are some methods used for researching
customer expectations, perceptions and satisfaction:

1. Regular customer surveys – these can be done using questionnaires,
customer service enquiries etc. Such surveys usually ask recipients to
relate any complaints that they may have about the services provided.
Such data received can be used to take corrective measures.

2. Customer panels – Groups of customers who are generally frequent
users are brought together on a regular basis to study their opinion about
the quality of service provided. On other occasions they may be employed
to monitor the introduction of a new or revised service.

3. Transaction analysis – this type of research enables management to
judge current performance, particularly customer’s satisfaction with the
contact personnel with whom they have interacted, as well as their overall
satisfaction with the service. This research may involve a mail out
questionnaire survey to individual customers immediately after a
transaction has been completed.

4. Perception surveys – their aim is to achieve a better understanding of
how customers view an organization, in other words to help the firm see
itself as clients see it. Group discussions and/or in-depth interviews can
be used. Perception studies often include an analysis of the perceptions
of a firm’s employees.
5. Mystery customers – the function of mystery customer surveys is to monitor the extent to which specified quality standards are actually being met by staff. Companies can hire persons to pose as potential buyers to report their findings on strong and weak points they experienced in buying the company’s and competitors products. These ghost shoppers can even pose certain problems to see how they will be handled.

6. Analysis of complaints – continuous tracking of complaints, enables a company to review the major concerns of customers on an ongoing basis, and hopefully rectify any evident problems.

7. Employee research – data gathered from staff training seminars and development exercises, feedback from quality circles, job appraisal and performance evaluation reports can all provide valuable information for planning quality service provision. The proposals, which staff may make, about how services could be provided more efficiently and or effectively, do have an important role to play in improving service quality.

Having done all this, librarians will then be able to know what marketing techniques works and what doesn’t. It will also help them to evaluate their current marketing techniques and either change or redesign them. The final analysis will be marketing techniques that are really able to achieve the objectives of marketing in a library.
CHAPTER THREE: METHODOLOGY

3.1 INTRODUCTION

In this chapter the researcher lays the foundation for data collection and analysis by showing the area of study, the population used, the sampling technique used, the data collection methods and instruments used and finally how the data collected was analysed.

3.2 AREA OF STUDY

This study was based in Nairobi. It covered two libraries, namely: United States International University (USIU-A) Library and the Kenya National Library Services. The former is an academic library that has a wide population of users and the latter is a public library that has free access to all members of the public. The latter was especially chosen due to the fact that it is open to the public and the researcher believes it will give a very good picture of how effective its marketing techniques have been to the users who are the general public. Easy accessibility to these libraries and the cooperation extended to this researcher were other factors that attributed to their choice.

3.3 POPULATION OF STUDY

For the purpose of this study the following subjects were used for research:
1. Two Chief Librarians, one from each library – the researcher found out that the Chief Librarians have the final say concerning marketing techniques that will be used in their libraries, and they are the ones who follow up to make sure that they are implemented. Incase of problems they are the ones who make decisions to discontinue or redesign the techniques together with coming up with new ones.

2. Ten librarians, five from each of the two libraries – these were very important for this research because they are the ones who implement all marketing decisions in the library. They are actually a marketing tool themselves and so they have all details concerning how well the library carries out its marketing.

3. Fifty regular library users, twenty-five from each library – the researcher found this group of subjects very important for this research because marketing is directed to them. Users are the people who can really assess whether the marketing techniques in a library have been effective or not.

The total population size was therefore 62 i.e. 2 + 10 + 50 = 62

3.4 SAMPLING METHOD

The Chief Librarians were only two and so the researcher made appointments with them and the questionnaires were taken to them personally. The researcher waited for them to fill in the questionnaires giving clarification and additional information where necessary.
For sample two the researcher gave questionnaires to members of staff who were in direct contact with users like those at the reference desk, those giving selective dissemination of information, those offering current awareness services, those working at the circulation desk and those involved with public relations and marketing in the library. The researcher had her field attachment at USIU-A and was already familiar with the members of staff working in these departments of the library.

For the Kenya National Library services the researcher made a familiarization tour of the library and introduced herself before giving out the questionnaires. The head of marketing in the library suggested relevant members of staff to fill in the questionnaires. Relevant members of staff were requested to fill in the questionnaires being as frank as possible. A day was set for the researcher to visit them for clarification of anything that may not be clear. Another day was set for picking up the filled questionnaires.

For sample three subjects were chosen differently for the two libraries. For USIU-A library the researcher concentrated on second and third year students together with academic members of staff. The assumption here was that first year students were still too new to be able to give objective views while fourth year students were too busy to really concentrate on filling in the questionnaires. The researcher sat at the circulation desk and then picked every fourth student who entered the library. Candidates were disqualified if they were first or fourth year students. The process continued until the required number of subjects was
reached. An equal number of male and female users were chosen. For the Kenya National Library the researcher received a list of regular library users from the library. The researcher moved through the list picking every fourth person on the list until the required number of subjects was reached. An equal number of male and female users were chosen. Once all the users were chosen, they were contacted and requested to fill the questionnaires to the best of their knowledge. A date was set for collecting the filled questionnaires. The researcher made herself available to answer any questions that arose from the questionnaires and to clarify issues.

3.5 DATA COLLECTION METHODS AND INSTRUMENTS

The researcher used the following methods to collect data

- Questionnaires
- Direct observation

Questionnaires

There were three questionnaires as follows

1. The one filled by the chief librarians
2. The one filled by other information workers in direct contact with users
3. The one filled by the users

The questionnaires included both closed and open-ended questions, which were in line with the objectives of the study.
Direct observation
The researcher made three visits to each of the two libraries and just observed the marketing techniques being used and assessed their effectiveness. The purpose of this observation was to ascertain the reliability of the responses given in the questionnaires.

Instruments used
The instruments used in data collection were questions in questionnaire schedules that were given to the various respondents to answer.

3.6 DATA ANALYSIS

After the data was collected it was interpreted using descriptive statistics so as to provide answers to the research questions by use of pie charts, bar graphs, tables, frequencies and percentages.

The data was coded and then fed into SPSS computer package. This software facilitated the analysis by producing frequencies and percentages. The researcher then used Microsoft Excel to produce pie charts and graphs to represent the data.

It is from these results that conclusions and recommendations were made.
3.7 DATA QUALITY CONTROL

The researcher took some control measures to ensure that the data received was of high quality. These measures included pre-testing the questionnaires before giving them out to the respondents. This ensured that the questions were clear and unambiguous. The researcher made sure that she availed herself when the respondents were filling in the questionnaires to explain anything that was not clear. The researcher also made several visits to the two libraries and made observations to ascertain the reliability of the responses given. All these measures ensured that the data collected was of high quality.

3.8 LIMITATIONS

Some of the limitations encountered in data collection were like receiving questionnaires that were not fully filled. This forced the researcher to waste a lot of time looking for the respondents some of whom were never found. The other limitation was that the questionnaires were rarely ready at the agreed time of collection. Most respondents had various excuses as to why the questionnaires were not filled on time. This made the researcher to spend a lot of money on journeys that were not fruitful and in many instances she had to wait until they were filled to make sure that it was actually done. At KNLS the researcher faced the challenge of irregular users. She would leave the questionnaires with some
users and the next time she went the users would be nowhere to be found. She would then have to look for other users.
CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 INTRODUCTION

This chapter analyses the data collected in the survey. The following major areas are looked into:

- Library usage per week by students
- Years of service in the library by members of staff
- Marketing techniques currently being used
- Effectiveness of the current marketing techniques
- Reasons for user preferences in the library
- Why users prefer other information providers other than the library
- Users satisfaction/dissatisfaction in using the library
- Extent of library staff as marketing tools
- Chief librarians questionnaire

This analysis of data is based on the responses that were received from users and members of staff from the case studies.
According to Figure 1 above the highest percentage of users in both libraries said they use the library over three times a week. 68% of users at USIU-A and 60% of users at KNLS said they used the library more than three times a week. This indicates that most respondents use the two libraries quite often and can therefore be relied upon to give proper responses.
4.3 YEARS OF SERVICE IN THE LIBRARY BY THE MEMBERS OF STAFF

FIGURE 2

According to Figure 2, 80% of the members of staff who are in direct contact with users have worked in the library for more than five years. This number can be relied upon to give accurate responses.

4.4 MARKETING TECHNIQUES CURRENTLY USED IN CASE STUDIES

4.4.1 Marketing techniques being used by members of staff

When the members of staff were asked what marketing techniques they are currently using they gave the following responses:
KNLS being a public library, advertising takes the highest percentage of 33.3% in order to inform as many people as possible of its existence. Public relations also takes a big percentage at 26.7% and this is strengthened by the fact that there is even a full time member of staff dealing with public relation issues. Displays are also highly used at 20% so that new members that are always coming to the library can get informed. Less used marketing techniques are media, workshops and seminars and user education all at 6.7%.
In the USIU-A Library user education takes the highest percentage of 40% because this is given prominence in an academic library. Other highly used marketing tools are displays and the web each at 20% because the library is highly computerized. The least used marketing techniques are advertising and public relations each at 10%.

4.4.2 How librarians inform users of services and products
When librarians were asked how they inform their users of library services and products they gave these responses:
Table 1
KNLS library

<table>
<thead>
<tr>
<th>MARKETING TECHNIQUE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Outreach programs</td>
<td>3</td>
<td>33.3%</td>
</tr>
<tr>
<td>Advertising</td>
<td>2</td>
<td>22.2%</td>
</tr>
<tr>
<td>Notice boards</td>
<td>2</td>
<td>22.2%</td>
</tr>
<tr>
<td>Verbally</td>
<td>1</td>
<td>11.1%</td>
</tr>
<tr>
<td>Special events &amp; exhibitions</td>
<td>1</td>
<td>11.1%</td>
</tr>
<tr>
<td>User education</td>
<td>1</td>
<td>11.1%</td>
</tr>
</tbody>
</table>

Source: field data

According to Table 1 the highest used marketing technique at KNLS was outreach programs at 33.3% followed by advertising and notice boards at 22.2%. The other techniques were less frequently used at 11.1% each. The reason outreach programs, advertising and notice boards are highly used could be because it is a public library and they have to reach out to as many members of public as possible.
Table 2
USIU-A Library

<table>
<thead>
<tr>
<th>MARKETING TECHNIQUE</th>
<th>FREQUENCY</th>
<th>PERCENTAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>User education</td>
<td>3</td>
<td>27.3</td>
</tr>
<tr>
<td>Advertising</td>
<td>1</td>
<td>9.1</td>
</tr>
<tr>
<td>E-mail</td>
<td>2</td>
<td>18.2</td>
</tr>
<tr>
<td>Current awareness service</td>
<td>2</td>
<td>18.2</td>
</tr>
<tr>
<td>Displays</td>
<td>1</td>
<td>9.1</td>
</tr>
<tr>
<td>Brochures</td>
<td>1</td>
<td>9.1</td>
</tr>
<tr>
<td>Notice boards</td>
<td>1</td>
<td>9.1</td>
</tr>
</tbody>
</table>

Source: field data

The situation is different at USIU-A library according to table 2 with user education taking the highest percentage of 27.3 followed by E-mail and current awareness service both at 18.2%. Advertising, displays, brochures and notice boards are used to a lesser extent each taking 9.1%. The reason for this is that this is an academic library where user education is usually given a very high priority. The library is also highly computerized and that’s why E-mail and current awareness service are highly used.

4.5 EFFECTIVENESS OF MARKETING TECHNIQUES IN USE

Marketing techniques are used to let the users and non-users of the library get to know of the library and its services. It is therefore the users who can best rate their effectiveness.

4.5.1 How users got to know the library

When users were asked how they got to know about the library, they gave the following responses:
The highest percentage of users at KNLS i.e. 64% got to know the library through friends. 12% got to know it by visiting the institution and 8% accidentally when passing by. Only 16% got to know the library through the marketing techniques of the media and members of staff. At USIU-A library all the users said they got to know the library by being members of the institution and not through any marketing technique. This would mean that the marketing techniques being used in these institutions have not been very effective in making people outside these institutions get to know of the existence of the library and a lot more need to be done.
4.5.2 Most successful public relations tools

When users were asked to state the public relations tools that had been most successful in making them aware of library services and products, they gave the following responses:

Figure 6

According figure 6 above KNLS users considered the most successful public relations tool as exhibitions at 62.9% followed by press releases and special events at 17.1% each. The library is usually involved in these activities during the annual book week and through the media. I feel KNLS should introduce user education programs at a higher level in the library as a marketing tool. The Internet was also not mentioned because the library is still not advanced technologically compared with the USIU-A library.

At USIU-A the Internet was given as the highest most successful public relations tool with 64.5% followed by user education at 19.4%. This is because the library is highly computerized and users are encouraged to use new technology. User
education programs are also given on a continuous basis to anybody in need. Press releases and exhibitions rank low with only 3.2% probably because the library does not encourage users who are not members of the institution to use it.

4.5.3 Length of time taken to locate materials in the library

When users were asked how long it took them to locate materials in the library, they gave the following responses:

Table 3

<table>
<thead>
<tr>
<th>LENGTH OF TIME TO LOCATE MATERIALS</th>
<th>KNLS</th>
<th>USIU</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREQUENCY</td>
<td>%</td>
</tr>
<tr>
<td>1-3 MINUTES</td>
<td>7</td>
<td>28</td>
</tr>
<tr>
<td>4-7 MINUTES</td>
<td>8</td>
<td>32</td>
</tr>
<tr>
<td>Over 8 minutes</td>
<td>10</td>
<td>40</td>
</tr>
</tbody>
</table>

Source: field data

According to Table 3, a very high percentage of users at KNLS i.e. 40% takes over 8 minutes to locate materials on the shelves as opposed to 4% at USIU-A. This could be because of the thorough user education programs that users at USIU-A go through unlike at KNLS.

4.6 GENERAL REASONS FOR USER PREFERENCES IN BOTH LIBRARIES

When users were asked why they prefer some services in the library and not others, they gave the following reasons

- Current information
- Relevant information
• Convenience
• Meeting specific needs
• Accessibility
• Adequate information
• Speedy service

4.7 WHY USERS PREFER OTHER INFORMATION PROVIDERS OTHER THAN THE LIBRARY

Various reasons were given why users prefer other information providers like cyber cafes other than the library as follows:
• Relevant information
• Availability of materials
• Accessibility
• Convenience
• Cost issue
• Speedy service
• Good organization
• Courtesy

4.8 USER SATISFACTION/ DISATISFACTION IN USING THE LIBRARY

4.8.1 If the library understood users needs

When users were asked whether the library understood and anticipated their specific needs to be satisfied, they gave the following responses:
60% of users at KNLS and 80% of users at USIU-A felt the library understood and anticipated their needs. This shows that most of the users feel their needs are satisfied while using the library. Those who felt their needs were not being met in the library gave the following reasons for feeling this way:

**KNLS users gave the following reasons**
- Out of date materials
- Lack of technological advancement
- Ignorant and incompetent staff
- Unavailable and inadequate materials
- Space problems
- Lack of relevant materials
- Closed access of some materials

**USIU-A users gave the following reasons**
- Being unaware of some services
- Unavailable and inadequate materials
4.8.2 Efforts to make the library user-friendlier

Most users felt that there was a deliberate effort to make the library more user-friendly as shown in table 4 below.

Table 4 Efforts to make the library user-friendlier

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>KNLS</th>
<th>USIU-A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREQUENCY</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>19</td>
<td>76</td>
</tr>
<tr>
<td>No</td>
<td>6</td>
<td>24</td>
</tr>
</tbody>
</table>

Source: field data

Those who felt the library was not user-friendly gave the following reasons:

KNLS users gave the following reasons

- Congestion
- Lack of materials relevant to different levels
- Incompetent staff
- Outdated materials
- Lack of publicity of library services
- Insufficient guides
- Lack of communication between users and management
- Lack of improvements

USIU-A users gave the following reasons

- Constant technological breakdown

4.8.3 Surveys to assess user satisfaction

When users were asked whether the library carries out user surveys to assess their satisfaction with the service, they gave the following responses:
Table 5  Surveys to assess user satisfaction

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>KNLS</th>
<th>USIU-A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREQUENCY</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>No</td>
<td>22</td>
<td>88</td>
</tr>
</tbody>
</table>

Source: field data

The results above clearly show that user surveys are rarely taken to assess the users’ satisfaction with the library in both libraries. 88% of users at KNLS and 84% of users at USIU-A said they were not taken. This could be due to the librarian’s ignorance of the importance of users view in the provision of library services. There is no way the users’ needs can be fully met if the users are rarely contacted to ascertain their needs and to see if they are satisfied with the current services.

4.8.4 Welcoming suggestions

Users were also asked if the library welcomes their suggestions for example by having open discussions or through suggestion boxes and they gave these responses:

Table 6  Welcoming suggestions

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>KNLS</th>
<th>USIU-A</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREQUENCY</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>7</td>
<td>28</td>
</tr>
<tr>
<td>No</td>
<td>18</td>
<td>72</td>
</tr>
</tbody>
</table>

Source: field data
72% of users at KNLS and 64% of users at USIU-A responded that the library does not welcome their suggestions. This clearly shows that not only are the users not contacted, but they are also not given an avenue to air their views for example by provision of suggestion boxes as shown in table 6 above. This is a disappointing discovery and libraries must pull up their socks if they really want to meet their users needs.

4.9 EXTENT OF LIBRARY STAFF AS MARKETING TOOLS

4.9.1 Devotion to public relations and library marketing
Staff members were asked whether they are devoted to public relations and library marketing and they responded as follows

Table 7 Devotion to public relations and library marketing

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>KNLS</th>
<th>USIU</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREQUENCY</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: field data

According to table 7, 80% of library staff at KNLS and 100% of staff at USIU-A said they are devoted to public relations in the library. This means that if given the necessary support by the management and training most of the members of staff would do a good job of public relations in the library.

4.9.2 Full time position in PR
Members of staff were also asked whether public relations and marketing was a full time position in the library and they gave the following responses:
Table 8 Full time position in PR

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>KNLS</th>
<th></th>
<th>USIU-A</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FREQUENCY</td>
<td>%</td>
<td>FREQUENCY</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>1</td>
<td>20</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
<td>80</td>
<td>5</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: field data

According to table 8 only 20% of the librarians at KNLS said public relations and library marketing was a full time position and none of the librarians at USIU-A had this as a full time position. This shows that public relations and marketing is not taken as a serious role by the management of these institutions and they consider other activities in the library more important.

4.9.3 Library opening hours

Staff members were also asked whom the library opening hours suit and they gave the following responses:

Table 9 Library opening hours

<table>
<thead>
<tr>
<th>WHOM LIBRARY OPENING HOURS SUIT</th>
<th>KNLS</th>
<th></th>
<th>USIU-A</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>FREQUENCY</td>
<td>%</td>
<td>FREQUENCY</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Library users</td>
<td>1</td>
<td>20</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>Members of staff</td>
<td>1</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrators</td>
<td>1</td>
<td>20</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All of the above</td>
<td>2</td>
<td>40</td>
<td>1</td>
<td>20</td>
</tr>
</tbody>
</table>

Source: field data
20% of staff members at KNLS and 80% of staff members at USIU-A said library opening hours suited library users. This shows that USIU-A library is user-friendlier as compared to KNLS library.

4.9.4 Describing members of staff

When users were asked to describe the members of staff in their library, they gave the following responses:

Table 10 Describing members of staff

<table>
<thead>
<tr>
<th>RESPONSE</th>
<th>KNLS</th>
<th></th>
<th>USIU-A</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FREQUENCY</td>
<td>%</td>
<td>FREQUENCY</td>
<td>%</td>
</tr>
<tr>
<td>Courteous &amp; welcoming</td>
<td>13</td>
<td>52</td>
<td>22</td>
<td>88</td>
</tr>
<tr>
<td>Willing to help but ignorant</td>
<td>10</td>
<td>40</td>
<td>3</td>
<td>12</td>
</tr>
<tr>
<td>Rude and unwelcoming</td>
<td>2</td>
<td>8</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: field data

The highest percentage of users i.e. 52% at KNLS and 88% at USIU-A felt that the members of staff were courteous and welcoming. 40% of users at KNLS and 12% of users at USIU-A felt the members of staff were willing to help but they were ignorant. Only 2% of users at KNLS and none from USIU-A felt the members of staff were rude and unwelcoming. Frequent training sessions for members of staff could improve on their lack of knowledge in some areas and improve on their public relations when dealing with users. USIU-A seems to be doing a better job in this area and this could be because it is a private institution and the staff members job could be pegged on how well they are able to satisfy the user's needs unlike KNLS which is a government institution and issues of quality are not keenly looked into.
4.10 CHIEF LIBRARIANS QUESTIONNAIRE

4.11 Years of service by chief librarian
The USIU-A Chief Librarian has worked for between 5-10 years while the KNLS Chief Librarian (Director) has worked for over 10 years in the library. These are many years of service and their responses can be relied upon.

4.12 Understanding users needs
Both Chief Librarians felt that their libraries understood and anticipated the users needs that requires to be satisfied. This is because both of them have worked in these libraries for long and know their users needs.

4.13 User preferences
The two chief librarians gave accessibility of information and current information as the two reasons why users preferred other information providers other than the library. This might mean that some of their services are not accessible to users and some of their materials are not current and that's why users have to go elsewhere.

4.14 Time with library users
Both Chief Librarians said they never have sessions with users to discuss issues affecting them in the library. The KNLS Chief Librarian said he had too much in his hands to be able to do this. The USIU-A Chief Librarian said she delegated this to other members of staff. If these chief librarians are serious about meeting their users' needs, they must create time to hear their user's views so as to be able to serve them better.
4.15 Training on public relations and library marketing

The KNLS Chief Librarian (Director) said he organized training sessions for library staff on public relations and library marketing while the chief librarian at USIU-A said she did not. This might be because at KNLS there is a full time member of staff devoted to Public Relations and library marketing and he organizes in-house training sessions for other members of staff. USIU-A Chief Librarian can borrow a leaf from this practice.

Both chief librarians however said that they hold regular meetings with members of staff to discuss service quality and how to improve on it. This should be incorporated with regular user surveys in order to know their areas of weakness according to the users so as to make improvements.

4.16 Evaluating services

Both Chief Librarians indicated that they never evaluate their services to assess whether they are meeting their goal of satisfying the library users. The reason for evaluation is to assess if the services and products being provided are what the users need. If evaluation is not done, then the librarians can never fully know if they are satisfying their users.

4.17 Marketing plan for the library

Both Chief Librarians indicated that they had no marketing plans for their libraries. The USIU-A Chief Librarian however said she is in the process of finalizing one while the KNLS chief librarian had not given it a thought. This document guides the libraries in all their marketing and public relations activities and without it these activities are carried out in a haphazard way. It is important for all libraries serious with marketing their library services to users, to have marketing plans.
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This study focused on the effectiveness of marketing techniques used to market the library. It specifically sought to find out what marketing techniques are being used in libraries today and how effective they have been in selling the library services and products to users and non-users of the library. USIU-A library and KNLS library were used as case studies.

In this chapter the researcher summarises, make conclusions and recommendations guided by the findings of the study. The discussions in this chapter are based on the objectives of the study as stated in chapter 1.

5.2 MARKETING TECHNIQUES THAT ARE CURRENTLY BEING USED IN LIBRARIES

One of the objectives of the study was to find out what marketing techniques were being used in the libraries at USIU-A and KNLS libraries. The study found out that both libraries studied used marketing techniques although each library had its unique techniques.

The importance of marketing techniques is to help the library to advertise itself and its services and products as echoed by Elliot de Saez (2001) when he says:

_The essence of marketing strategy for libraries and information services is to identify how they can best grow and become stronger in an increasingly competitive market place. It is to lead the library and information service to opportunities in the market place, current and potential and seek new sources and to aim for successful growth in both existing and new markets._
It is therefore quite encouraging to see that modern libraries are using marketing techniques to market themselves. KNLS Library used marketing techniques such as displays, advertising, public relations, media, user education, workshops and seminars (Figure 3). The most widely used marketing technique at KNLS is advertising, followed by public relations and displays. Less used marketing techniques are media, user education, workshops and seminars. Being a public library it has to really advertise itself for the members of the public to be aware of its existence unlike other libraries that exist to serve only a small population. Similarly USIU-A Library uses marketing techniques such as advertising, user education, displays, public relations and the web. The highest used marketing technique at USIU-A is user education followed by the web and displays. Less used marketing techniques are advertising and public relations (Figure 4). In an academic library user education is of paramount importance and that’s why it takes prominence at USIU-A as opposed to KNLS that conducts it at a very minimal level. The researcher also observed that the library is highly computerized and can therefore use the web as a marketing technique as opposed to KNLS, which is not at the same level in technological development. A library may be fully stocked with different materials and services but if it does not inform its users of the same, then all these become useless. It is therefore important for libraries not only to advertise their existence but also to let their users know what is available in stock because librarians are not only custodians of information but also disseminators of information. Both libraries under study indicated that they informed their users of their products and services. The KNLS
library did this through outreach programs, advertising, notice boards, verbal communication, user education and through special events and exhibitions. (Table 1). Outreach programs are the most used in informing users followed by advertising and notice boards. The others are less used.

USIU-A library informs users of services and products through user education, advertising, E-mail, current awareness service (CAS), displays, brochures and notice boards. Again user education takes prominence at 27.3% followed closely by E-mail and CAS at 18.2% each. Least used methods are advertising, displays, brochures and notice boards all at 9.1%. The library discourages use of its services by people who are not members of the institution and its no wonder that it does not advertise itself at the same level as KNLS.

5.3 EFFECTIVENESS OF MARKETING TECHNIQUES IN SELLING THE LIBRARY SERVICES TO USERS AND NON-USERS

Promotion of any kind is only effective if marketing foundations are sound. Attempting to publicize that which the business no longer needs, promoting services when access to them is restricted, offering specialist advice to users who are indifferent not only wastes precious resources but also destroys the credibility of the professional behind the promotional activities.

The study found out that marketing techniques are actually being used in libraries but it also sought to find out how effective these marketing techniques have been in marketing the library services to its users and non-users. It would be a waste of time and money to have marketing techniques if they are not effective.
Marketing techniques target users and non-users of the library and therefore it is the users who can best evaluate the effectiveness of these marketing techniques.

The study showed that the marketing techniques used have not been effective in marketing the library services to non-users of the library. This is a sad scenario that shows that libraries especially public libraries need to do much more marketing so that non-users can get to know of their existence.

The study also sought to find out if library services were well marketed to library users. The study found out that several tools were being used to market the library services and products to the users. User education is conducted at a very minimal level at KNLS library, which is a sad scenario because according to the researcher's observation some of the users did not get what they needed, not because it was not there but because they did not know where it was. This means that some of their services and products are underutilized. The researcher actually found out that most users carry their own materials and use the library as a study place. They also rarely bother the librarians to ask for anything. The Internet is also not used as a public relations tool in the library. The researcher observed that it is only the senior management who have access to the Internet, which is also not very reliable.

At USIU-A the situation is different. The study found out that most of the users i.e. 64% cited the Internet as the most successful PR tool followed by user education at 19.4% and in-house journals at 9.7%. Press releases and exhibitions both took 3.2%. It is not a wonder that the Internet and user education
are cited as the most successful PR tools at USIU-A because the library is highly computerized with a multimedia center full of computers and 24-hour Internet service access. User education programs are continuous and users are highly encouraged to make use of all the library's resources. Press releases and exhibitions targeted at the general public are not common because the library does not encourage non-members of the library to make use of it.

The study also showed that users at USIU-A located materials on the shelves in less time as compared to users at KNLS. At KNLS 40% of users located materials in over 8 minutes while 32% used 4-7 minutes. Only 28% of the users said they located materials in 1-3 minutes. This can be attributed to lack of user education programs in the library. The researcher also observed that library guides are few and inconspicuous.

At USIU-A 40% of the users said they could locate materials on the shelves in 1-3 minutes. 56% of users said they did it in 4-7 minutes and only 4% said it took them over 8 minutes. This can be attributed to the extensive user education programs that are conducted. The researcher also observed that the library guides are many and attractive. Members of staff also come in handy in assisting users to look for materials.

The researcher observed that most of the users at USIU-A library actually utilize the products and services available in the library as opposed to KNLS library where most users utilize their own materials instead of library materials. The researcher therefore concludes that the USIU-A library has done a better job of marketing its products and services to library users than the KNLS library.
5.3.1 General reasons for user preferences in both libraries

There are many reasons that would make the users prefer some services in the library and not others. This is the main reason why some products in the library are preferred more than others. The study found out several reasons why users prefer some services and products and not others. These are:

- **Current information**
  Users said that some services like the Internet and online databases provide more current information as opposed to books and therefore they are more preferred.

- **Relevant information**
  Some services were also preferred because of providing relevant information depending on what the user is looking for. For example a user might prefer to use an audiovisual material rather than using print materials.

- **Convenience**
  Users said some services were more convenient than others for example during technological breakdown it becomes more convenient to use print materials on hard copy than waiting for the problem to be sorted out.

- **Meeting specific needs**
  Some users indicated that some materials met their specific needs as opposed to others.

- **Accessibility**
  Users also preferred those materials that are accessible to them. For example most users said they preferred using materials on open access rather than those on closed access.

- **Adequate information**
  Users also said they preferred those materials with adequate information to those with sketchy information.

- **Speedy service**
Users also said that they preferred to use those products and services, which can give them information speedily. Most users said they get impatient when they waste so much time looking for information. Librarians and other information professionals must therefore make sure that they provide what the users need so that their competitors do not overtake them.

5.3.2 Why users prefer other information providers other than the two libraries under study

The study found out that the users had various reasons why they would opt for other information providers like cyber cafes and information bureaus other than the two libraries under study. These reasons are as follows:

- Relevant information
  The users indicated that some of the library competitors have more relevant information compared to the library. This was mostly in terms of up to date materials.

- Availability of materials
  Some users indicated that they are able to get a lot of information materials in these places that are not available in the library.

- Accessibility
  The users also indicated that most library competitors are conveniently located for example in the middle of town and they are easily accessible.

- Convenience
  Users also indicated the issue of convenience where they mentioned that these competitors open at odd hours like during the weekend including Sundays when most libraries are closed.
• Speedy service
The study also found out that according to the users most of these competitors offer speedy service and the users don’t have to wait for long to get the required information. This could be because they are business minded and they don’t want to loose customers. Another reason is that they are highly computerized therefore appealing to most people.

• Good organization
The users also indicated that the competitors have good organization of their materials using easy methods that can be easily understood by most users. The truth is that these people are not librarians and so they don’t use the conventional classification schemes methods that are found in libraries. Materials are arranged using simple methods like alphabetical methods that most people are familiar with.

• Courtesy
Users also said that they find the members of staff more courteous as compared to library staff. Again these people are in business and they are willing to go to whatever heights to woo their customers.

The two chief librarians of USIU-A and KNLS respectively gave accessibility of information and current information as the two reasons why users preferred other information providers other a library. This might mean that some of their services are not accessible to users and some of their materials are not current and that’s why users have to go elsewhere.

As librarians we have a lot to learn from our competitors and we can borrow a leaf from what they are doing so as to improve our library services and products. If we don’t do this soon we will find our profession being overtaken by people who are not library professionals but who are giving the users what they need and our libraries will be left fully stocked but with no users.
5.4 USER SATISFACTION/ DISSATISFACTION IN USING THE LIBRARY

The study found out that most users were dissatisfied in using the library although there are still some positive things that they said about the library and that is why they still use it. However there are still some who use it because of lack of an alternative.

60% of users at KNLS and 80% of users at USIU-A felt the library understood and anticipated their needs that needed to be satisfied (Figure 7). This shows that most of the users feel their needs are satisfied while using the library. More users at USIU-A library than those at KNLS library felt the library understands their needs.

Both chief librarians felt that their libraries understood and anticipated the users' needs that require to be satisfied. This is because both of them have worked in the libraries for long and they know their users' needs.

Those users who felt their needs were not being met in the library gave the following reasons for feeling this way:

KNLS users gave the following reasons

- Out of date materials
  Users indicated that most materials in the library are old and out of date and therefore cannot serve their needs. This was also confirmed by the researcher's observation of the materials. This and all the other factors mentioned here below can be attributed to the fact that the library does not have an adequate budget and therefore cannot fully meet all its obligations.

- Lack of technological advancement
  Users were very unhappy with the library for lack of technological advancement in this age of new technology. The library users have no access to computers except for online databases and all users have to share one computer for this. The Internet is only accessed by senior staff.

- Ignorant and incompetent staff
  The users indicated that most library staff members were unmotivated, unwilling to help and some were ignorant of the affairs of the library.
• Unavailable and inadequate materials
Users indicated that most of the times they could not find what they needed and the current materials available are too few to be able to meet their needs.

• Space problems
The KNLS library has an acute shortage of space such that some users have to read from outside under trees.

• Closed access of some materials
Users also complained of some materials being in closed access and it takes them a long time to be able to access them. This was confirmed by the researcher who observed that all reserve materials, online databases, newspapers, maps etc. were on closed access. To make matters worse most users were not aware of their availability and so they were hardly used.

USIU-A users gave the following reasons
Users at USIU-A did not have many complaints concerning the library and the few noted were:

• Being unaware of some services
Users complained that there are times when services are introduced in the library and they are not made aware of them. They gave examples of services like online databases and new reference materials.

• Unavailable and inadequate materials
The users also complained that though the materials in the library are up to date they are sometimes not adequate and other times they lack the needed materials.
5.4.1 Efforts to make the library user friendlier

88% of users at USIU-A and 76% of users at KNLS agreed that there are deliberate efforts to make the library more user-friendly (Table 11). This is a commendable effort and libraries should continue with the same.

The few users who felt that the library was not user friendly gave the following reasons:

KNLS users gave the following reasons

- Congestion
- Lack of materials relevant to different levels
- Incompetent staff
- Outdated materials
- Lack of publicity of library services
- Insufficient guides
- Lack of communication between users and management
- Lack of improvements

USIU-A users gave the following reasons

- Constant technological breakdown

5.4.2. Surveys to assess user satisfaction

The study indicated that user surveys are rarely taken to assess the users’ satisfaction or dissatisfaction in using the library in both libraries with 88% at KNLS and 84% at USIU-A (Table 12). This is a sad scenario because it shows that the libraries just provide services without getting to know whether they are meeting their users’ expectations or not. They should borrow a leaf from Elliot de Saez (2001) who says that

*Surveys are really descriptive research and should be used to find out users’ knowledge, beliefs, behaviour, preferences or satisfaction rates.*
This is to say that without surveys it is difficult to really be able to meet all the users' needs.

5.4.3 Welcoming suggestions

The study also found out that the libraries do not fully welcome user suggestions for example by having open discussions or through suggestion boxes. This is shown by the response of 72% at KNLS and 64% at USIU-A of users whose views are rarely welcomed.

Both chief librarians said they never have sessions with users to discuss issues affecting them in the library. The KNLS chief librarian (director) said he had too much in his hands to be able to do this. The USIU-A chief librarian said she delegated this to other members of staff.

Strategic marketing is supposed to target the user and his satisfaction as echoed by Elliot de Saez (2001) when he says

*Strategies that are likely to lead to a successful outcome will most often be based on client or user satisfaction.*

If the user suggestion is therefore not welcomed then it is impossible to be able to satisfy that user fully. These libraries need to involve their users more in their service delivery.

5.4.4 Evaluating services

Both chief librarians indicated that they never evaluate their services to assess whether they are meeting their goal of satisfying the library user.

The reason for evaluation is to assess if the services and products being provided are what the users need. Evaluation should be well planned, carried out as an on-going and integrative activity, and the findings used as a tool for improving effectiveness. If evaluation is not done, then the librarians can never fully know if they are satisfying their users.
5.4.5 Library opening hours

80% of staff members at USIU-A and 20% of staff members at KNLS said library opening hours suited library users (Table 16). This shows the USIU-A library is more user-friendly and more concerned about user satisfaction compared to KNLS library.

5.5 EXTENT OF LIBRARY STAFF AS MARKETING TOOLS

The study showed that members of staff in the two libraries are devoted to library marketing. 100% of staff members at USIU-A and 80% at KNLS said they are devoted to public relations and marketing in the library (Table 14). This means that the library staff members are actually willing to market the library and its services if given the necessary support like training by the library management. The ball is therefore on the chief librarians to do the necessary.

5.5.1 Full time position in public relations

The study also showed that the library management in the two institutions are not serious with library marketing as far as staffing is concerned. Only 20% of staff members at KNLS and none whatsoever at USIU-A said that public relations and library marketing was a full time position in the library. The KNLS chief librarian (director) said he organized training sessions for library staff on public relations and library marketing while the chief librarian at USIU-A said she did not. This might be because at KNLS there is a full time member of staff devoted to public relations and library marketing and he organizes in-house training sessions for other members of staff. USIU-A chief librarian can borrow a leaf from this practice. Both chief librarians however said that they hold regular meetings with members of staff to discuss service quality and how to improve on it. This should be incorporated with regular user surveys in order to know their areas of weakness according to the users so as to make improvements.

It is high time that library managers borrowed a leaf from the commercial world and got serious about selling their products and services.
5.5.2 Describing members of staff

The study found out that users in the two libraries had different perceptions of their library members of staff. 52% of users at KNLS and 88% of users at USIU-A said the members of staff were courteous and welcoming. 40% of users at KNLS and 12% of users at USIU-A said the members of staff were willing to help but ignorant. 8% of users at KNLS and none at USIU-A said the staff members were rude and unwelcoming (Table 17).

This shows that members of staff in both institutions are trying to market the library to the users. USIU-A library staff are however doing a better job of library marketing to users than those at KNLS library. Regular training sessions can greatly improve the situation because the members of staff are already willing to do it if only they can be taught how to do it.

5.5.3 Marketing plan

Both chief librarians indicated that they had no marketing plans for their libraries. The USIU-A chief librarian however said she is in the process of finalizing one while the KNLS chief librarian had not given it a thought.

According to Elliot de Saez (2002) the marketing plan is a strategic document that will identify market position, state objectives and outline how they will be achieved, resources required and results expected. This document guides the libraries in all their marketing and public relations activities and without it these activities are carried out in a haphazard way. It is important for all libraries serious with marketing their library services to users, to have marketing plans.
5.6 CONCLUSIONS

The study made the following conclusions:

1. Modern libraries are using various marketing techniques to market the library to users and non-users of the library.
2. The marketing techniques in use have not been fully effective in marketing the library to users and non-users of the library. A lot more needs to be done to improve this situation.
3. USIU-A library has done a better job of library marketing than the KNLS library.
4. Users prefer some services in the library than others because of various reasons that have been highlighted.
5. There are times when users prefer to use other information providers other than the library because of various reasons highlighted. At times they just use the library because they have no other choice.
6. Library users are not fully satisfied in using the libraries under study. Given a choice they would opt for other information providers.
7. Most library users feel the libraries under study are trying their best to be more use-friendly.
8. Surveys are not carried out in libraries to assess user satisfaction with library services and products.
9. User suggestions are to some extent not welcomed in the process of providing library services.
10. Library services and products are not evaluated to assess whether they are achieving their goal of satisfying the library user.
11. There are no marketing plans in the libraries surveyed.
12. Library staff members are willing to be involved in marketing but they don't get full support from library managements. They have therefore not been effective in library marketing.
5.7 RECOMMENDATIONS/ POSSIBLE SOLUTIONS

The researcher proposes the following could be done to solve the problem of ineffective marketing techniques in libraries.

1. All libraries must have marketing plans. The marketing plans will guide the libraries to know what business they are in, what business they want to be in future, what their priorities are, how they will be achieved, the resources required and the results expected. With a marketing plan available and if it is judiciously followed most of marketing effectiveness problems will be solved.

2. Libraries should make sure they have fully operating marketing departments with full time members of staff employed to work in these departments. Library managements should give full support to such departments in terms of finances, training and any other support that they may need.

3. Marketing library services to library users should be made more effective by doing the following:
   - Making sure that all library users go through user education programs immediately they start using the library. User education should be continuous and on-going for every library that wants its users to be always informed of what is happening. There should be members of staff devoted to user education only.
   - Materials provided in the library must be adequate, relevant and up-to-date.
   - Speedy service, good organization of information materials and courtesy must always be among the library’s top priorities.
   - Users must always have adequate space for study, research and any other business in the library.
   - Library members of staff must be on the forefront in library marketing. They should be knowledgeable and must also have interpersonal skills to be able to handle users. Those lacking in these areas should be taken for further training. Continuous
education is a must for librarians who want to keep abreast with what is happening in the library world so that they are not left embarrassingly behind by their peers.

- Users' views must be solicited and incorporated before any product or service is provided. This should be done through welcoming user suggestions and taking them seriously.

- Evaluation of library services should be done on a continuous basis to find out if users are satisfied with the services and products being provided in the library. This should be done through user surveys, questionnaires etc.

4. Libraries of today must embrace new technology if they are to survive in the present world of information explosion and new technologies emerging. If they don't do this, their competitors will easily overtake them and carry all their clients with them. According to Graham (2001) the real difference between traditional marketing and digital marketing is that the technology supports the ability to offer an efficient, customized solution. In other words, the marketing model in the digital age focuses on users, clients and customers and on keeping them.

5. Information professionals should start demonstrating that they are experts by delivering quality services to the right people at the right time. They should also make sure that they do it fast enough and tell the world what they are doing.
BIBLIOGRAPHY

David (1977) *Organisation d'un centre de documentation*. E.N.A., Tunis


Saunders, Laverna. *Marketing so we can win at the numbers game* in *Computers in Libraries* Sep 99, Vol. 19 Issue 8, pp. 55


WEB SITES VISITED

NB. The following websites were accessed on April, 2003

   l.ac.uk/pubs_stats/newsletter/26/CH18.pdf+marketing+techniques+i
   n+libraries&hl=en&ie=UTF-8
11. http://www.ncl.ac.uk/library/custcare.html
Dear Sir or Madam:

RE: ASSESSING THE EFFECTIVENESS OF MARKETING TECHNIQUES BEING USED IN LIBRARIES

Thank you for agreeing to participate in this research project whose aim is to assess the effectiveness of marketing techniques being used in libraries today. It is my hope that the findings of this study will be used to help libraries develop effective marketing techniques in this age when they are facing stiff competition from other information providers.

I would like to assure you that information obtained in this questionnaire will be treated with absolute confidentiality and will be used for the purposes of this research only.

Your cooperation in answering the questions as truthfully as possible, and returning the questionnaire on the agreed time will be highly appreciated.

Yours truly,

Catherine Mumbi Muriuki
Kenyatta University

September 2003
APPENDIX II

QUESTIONNAIRE FOR USERS

GENERAL INFORMATION

NB. Where you have choices please tick appropriately

A. Name (optional)

B. Gender
  [ ] Male  [ ] Female

C. Name of library
  [ ] USIU-A  [ ] KNL

D. How many times per week do you use the library?
  [ ] 0-1  [ ] 1-2  [ ] 2-3  [ ] 3-4  [ ] 4-5  [ ] 5+

AIMS OF MARKETING

1. Would you say that the library understands and anticipates your specific needs that need to be satisfied?
   [ ] Yes  [ ] No

   b. If not please give reasons

   __________________________________________________________
   __________________________________________________________

2. Are your information needs fully met in the library?
   [ ] Yes  [ ] No

   b. If your answer above is no, why is this so?

   | Materials are usually out of date |
   | Materials are irrelevant to me |
   | I am not aware of most services offered |
   | The library has lagged behind technologically |
   | Members of staff are not helpful |
3. Does the library inform you about all its collection and services regularly?
   [ ] Yes  [ ] No

4. Would you say that there is a deliberate effort to make the library more user friendly?
   [ ] Yes  [ ] No
   b. If not give reasons for your answers

SERVICES MARKETING

5. Would you say that speedy service is a priority of this library?
   [ ] Yes  [ ] No
   b. If not why?

6. Which of these services and products do you make use of in the library?

<table>
<thead>
<tr>
<th>Service/Products</th>
<th>Never</th>
<th>Sometimes</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books and journals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers and magazines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Selective Dissemination of Information (SDI) service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online databases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
b. Give reasons for your preferences

________________________________________________________________________________________________________
________________________________________________________________________________________________________
________________________________________________________________________________________________________

7. Did you go through a user education programme/ orientation when you started using the library?
   [ ] Yes  [ ] No

8. Do you get to know when new services and materials are introduced in the library?
   [ ] Yes  [ ] No
   b. If so how is this done?

________________________________________________________________________________________________________

9. Approximately how long does it take you to locate any material on the shelf after getting the call number if the material is readily available?
   1-3 minutes [ ] 4-7 minutes [ ] over 8 minutes [ ]

CUSTOMER CARE

10. The library’s customers are the library users. When using the library do you feel like you are being treated like a customer as you would for example in a retail shop?
    [ ] Yes    [ ] No
    b. If not what things make you feel otherwise?

<table>
<thead>
<tr>
<th>Being ignored</th>
<th>Poor service</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>Lack of relevant material</td>
<td></td>
</tr>
<tr>
<td>---------------------------</td>
<td>--</td>
</tr>
<tr>
<td>Incompetent staff</td>
<td></td>
</tr>
<tr>
<td>Being unaware of most services available</td>
<td></td>
</tr>
<tr>
<td>Any other</td>
<td></td>
</tr>
</tbody>
</table>

11. Do you often complain about the same problems repeatedly?
   [ ] Yes       [ ] No

b. Your complaints in the library are taken
   [ ] Positively  [ ] Negatively

12. Are you comfortable with the library opening hours?
   [ ] Yes       [ ] No

b. If not what are your suggestions?

13. Rate the following information providers according to how often you use them.

<table>
<thead>
<tr>
<th></th>
<th>Never</th>
<th>Sometimes</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Libraries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cyber cafes</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information bureaus</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information consultants</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bookshops</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

b. What are the reasons for your preferences?

____________________________________________________________________

____________________________________________________________________

____________________________________________________________________
14. Are you ever able to meet with the chief librarian to discuss issues affecting you in the library?

[ ] Yes  [ ] No

MARKETING TECHNIQUES

15. How did you get to know about this library?

By being a member of the institution [ ]
Through friends [ ]
Through members of staff [ ]
Through the media [ ]
Accidentally when passing by [ ]
Through outreach by the library [ ]
Any other _______________________

16. Visual merchandising refers to displays, which are designed and presented to draw your attention to library services and products. Do you think this library has enough of these?

[ ] Yes  [ ] No

17. Which of these public relations tools have been most successful in making you aware of the library services and products?

Press releases [ ]  In-house journals [ ]
User education [ ]  Special events [ ]
Exhibitions [ ]  Sponsorship [ ]
Any other _______________________

18. On a scale of 1-5 rate how easy or difficult it is to find the following areas in the library using this scale?  Easy____________________Difficult

1 2 3 4 5

Reference desk 1 2 3 4 5
Circulation desk 1 2 3 4 5
Reserve desk 1 2 3 4 5
Periodicals area 1 2 3 4 5
Online catalog 1 2 3 4 5
19. Overall, how would you rate the library's signs/guides?

Excellent ________________ Poor

1 2 3 4 5

20. Rate the following facilities in the library.

<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Furniture</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lighting</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interior decor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The library building</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Technological facilities like</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>computers, photocopiers etc.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

STAFF AS MARKETING TOOLS

21. What words best describe the members of staff in this library?

Courteous and welcoming [ ]
Willing to help but ignorant [ ]
Uncaring and difficult [ ]
Rude and unwelcoming [ ]

22. Are the staff in the library able to communicate all the existing and new services in the library?

[ ] Yes [ ] No

23. Describe what happens when you enter the library in need of service from a member of staff.

Staff members welcome me warmly and offer to help
Staff members ignore me until I request for help
Staff members don’t notice me because they are busy
chatting and reading newspapers

Any other

SERVICE QUALITY AND MEASURE OF EFFECTIVENESS

24. Does the library ever carry out user surveys to assess your satisfaction with the service?
   [ ] Yes    [ ] No
b. If your answer is yes how often in a year do they do it?
   Once a year  [ ]
   Twice a year  [ ]
   Over three times a year  [ ]

25. Do the library staff welcome suggestions from you, by for example providing suggestion boxes or having open discussions with the librarian concerning the service?
   [ ] Yes    [ ] No
b. If your answer is no would you like such things introduced in future?
   [ ] Yes    [ ] No

26. The following are criteria used to measure good service. How would you rate your library service and library staff using the following scale?

<table>
<thead>
<tr>
<th>Professionalism and skills</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attitudes and behavior</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Accessibility and flexibility</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Reliability and trustworthiness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reputation and credibility</td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

THANK YOU VERY MUCH YOUR PARTICIPATION!
APPENDIX III

QUESTIONNAIRE FOR LIBRARIANS

GENERAL INFORMATION

NB. Where you have choices please tick appropriately

A. Name (optional)

B. Gender (tick appropriately)

[ ] Male  [ ] Female

C. Name of library

[ ] USIU-A  [ ] KNL

D. How many years have you served as a user librarian?

[ ] 0-5  [ ] 5-10  [ ] 10+

AIMS OF MARKETING

1. Would you say that the library understands and anticipates the users
   specific needs that need to be satisfied?

   [ ] Yes  [ ] No

   b. If not please give reasons


2. Do you make deliberate efforts to fully meet users needs in the library?

   [ ] Yes  [ ] No

   b. If your answer above is no, why is this so?

   | Materials are usually out of date |
   | Materials are irrelevant to most users |
   | Most users are not aware of most services offered |
   | The library has lagged behind technologically |
3. Do you inform users about all the library's collection and services regularly?

[ ] Yes [ ] No

b. If your answer is yes how do you do this?

User education programmes [ ]
Advertising [ ]
Outreach programmes [ ]
Any other

SERVICES MARKETING

4. Approximately how long does a user have to wait for someone to acknowledge and extend service to them?

[ ] 0-3 minutes [ ] 4-7 minutes [ ] Over 8 minutes

5. Which of these services and products do users make most use of in the library?

<table>
<thead>
<tr>
<th>Service/Product</th>
<th>Never</th>
<th>Sometimes</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books and journals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers and magazines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SDI service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current awareness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online databases</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
b. Why do you think users prefer some services and not others?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

6. Do you let users know when new services and materials are introduced in the library?

[ ] Yes    [ ] No

b. If your answer is yes, how is this done?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

7. How long do materials take before they are re-shelved?

One day [ ]
Two days [ ]
Over three days [ ]

8. How long does it take for new books to be catalogued and processed?

[ ] 0-1 month    [ ] 2-3 months    [ ] over 3 months

9. Whom do you consider as your competitors in information provision?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

10. Why do you think more users today prefer the competitors rather than the library in information provision?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

CUSTOMER CARE
11. The library’s customers are the library users. Do you make a deliberate effort to make the users feel like they are being treated like customers, as they would feel for example in a retail shop?

[ ] Yes  [ ] No

b. If not what things make you act otherwise?

<table>
<thead>
<tr>
<th>Most users are problematic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library users don't deserve such treatment</td>
</tr>
<tr>
<td>Insufficient staff</td>
</tr>
<tr>
<td>Lack of time</td>
</tr>
<tr>
<td>Any other</td>
</tr>
</tbody>
</table>

12. Users who complain are always wrong. Is this true in your library?

[ ] Yes  [ ] No

13. Do users often complain about the same problems repeatedly?

[ ] Yes  [ ] No

14. Do you usually call users back after getting relevant information?

[ ] Yes  [ ] No

b. If not why?

<table>
<thead>
<tr>
<th>It is very expensive</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of time</td>
</tr>
<tr>
<td>The chief librarian is against it</td>
</tr>
<tr>
<td>Any other</td>
</tr>
</tbody>
</table>

15. Whom do the library’s opening hours suit?

Library users  [ ]
Members of staff  [ ]
Administration  [ ]

MARKETING TECHNIQUES
16. What marketing techniques is the library currently involved in?

<table>
<thead>
<tr>
<th>Technique</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td></td>
</tr>
<tr>
<td>Displays</td>
<td></td>
</tr>
<tr>
<td>Public relations</td>
<td></td>
</tr>
<tr>
<td>Any other</td>
<td></td>
</tr>
</tbody>
</table>

17. Do you think they are all working in making the users aware of the services available in the library?

[ ] Yes      [ ] No

b. If not what are your suggestions?

________________________________________________________________________

18. Visual merchandising refers to displays, which are designed and presented to draw attention to library services and products. Do you think your library has enough of these?

[ ] Yes      [ ] No

b. If not which areas of the library do you think are least highlighted?

________________________________________________________________________

19. Which of these public relations tools have been most successful in making your users aware of the library services and products available?

<table>
<thead>
<tr>
<th>Tool</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Press releases</td>
<td></td>
</tr>
<tr>
<td>User education</td>
<td></td>
</tr>
<tr>
<td>Exhibitions</td>
<td></td>
</tr>
<tr>
<td>In-house journals</td>
<td></td>
</tr>
<tr>
<td>Special events</td>
<td></td>
</tr>
<tr>
<td>Sponsorship</td>
<td></td>
</tr>
<tr>
<td>Any other</td>
<td></td>
</tr>
</tbody>
</table>
STAFF AS MARKETING TOOLS

20. Are you as a library staff member devoted to public relations and marketing of the library?
   [ ] Yes [ ] No
   b. If yes is this a full time position?
      [ ] Yes [ ] No

21. Are you able to communicate all the existing and new services in the library?
   [ ] Yes [ ] No
   b. If not why is this so?
      Lack of proper training [ ]
      Lack of time [ ]
      Lack of goodwill from the administration [ ]
      Any other reason

22. Does the library management organize training sessions for you on public relations and library marketing?
   [ ] Yes [ ] No

SERVICE QUALITY AND MEASURE OF EFFECTIVENESS

23. Do you take user statistics to assess how well the users are making use of the library and its resources?
    [ ] Yes [ ] No
    b. If your answer is yes, how would you rate library usage by users
       0-25% [ ] 26-50% [ ] 51-75% [ ] 76-100% [ ]

24. Does the library ever carry out surveys to assess user satisfaction with the service?
    [ ] Yes [ ] No
b. If your answer is yes how often in a year do you do it?
   Once a year [ ]
   Twice a year [ ]
   Over three times a year [ ]

25. Do you hold regular meetings with the library administration to discuss service quality?
   [ ] Yes [ ] No

b. If not why is this so?

26. The following are criteria used to measure good service. How would you rate your library service using the following scale?

<table>
<thead>
<tr>
<th>Professionalism and skills</th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
</tr>
</thead>
<tbody>
<tr>
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<td></td>
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<td>Accessibility and flexibility</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reliability and trustworthiness</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reputation and credibility</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

27. Do you welcome users’ suggestions in improving the service for example by providing suggestion boxes?
   [ ] Yes [ ] No

28. Do you evaluate your services and products to assess whether they are meeting their goal of satisfying the library user?
   [ ] Yes [ ] No

b. if not why?
29. Do you have a marketing plan for the library?

[ ] Yes  [ ] No

b. If not what is your reason for not having one?

<table>
<thead>
<tr>
<th>Reason</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>I have never heard about it</td>
<td></td>
</tr>
<tr>
<td>I don't find it necessary</td>
<td></td>
</tr>
<tr>
<td>Lack of time to prepare one</td>
<td></td>
</tr>
<tr>
<td>Lack of support from library administration</td>
<td></td>
</tr>
<tr>
<td>Any other reason</td>
<td></td>
</tr>
</tbody>
</table>

THANK YOU VERY MUCH FOR YOUR PARTICIPATION!
APPENDIX IV
QUESTIONNAIRE FOR CHIEF LIBRARIANS

GENERAL INFORMATION

NB. Where you have choices please tick appropriately
A. Name
B. Gender
   [ ] Male   [ ] Female
C. Name of library
   [ ] USIU-A   [ ] UNEP
D. How many years have you served in this library?
   [ ] 0-5   [ ] 5-10   [ ] 10+

AIMS OF MARKETING

1. Would you say that the library understands and anticipates the users specific needs that need to be satisfied?
   [ ] Yes   [ ] No
b. If not please give reasons

2. Do you make deliberate efforts to fully meet users needs in the library?
   [ ] Yes   [ ] No
b. If your answer above is no, why is this so?

<table>
<thead>
<tr>
<th>Materials are usually out of date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials are irrelevant to most users</td>
</tr>
<tr>
<td>Most users are not aware of most services offered</td>
</tr>
<tr>
<td>The library has lagged behind technologically</td>
</tr>
<tr>
<td>Members of staff are not helpful to users</td>
</tr>
<tr>
<td>Any other</td>
</tr>
</tbody>
</table>

106
3. Does the library inform users about all its collection and services regularly?

[ ] Yes  [ ] No

b. If your answer is yes how do you do this

User education programmes  [ ]
Advertising  [ ]
Outreach programmes  [ ]
Any other  

SERVICES MARKETING

4. Approximately how long does a user have to wait for someone to acknowledge and extend service to them?

[ ] 0-3 minutes  [ ] 4-7 minutes  [ ] Over 8 minutes

5. Which of these services and products do users make most use of in the library?

<table>
<thead>
<tr>
<th>Service</th>
<th>Never</th>
<th>Sometimes</th>
<th>Frequently</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Books and journals</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Newspapers and magazines</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference materials</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reference service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SDI service</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online databases</td>
<td></td>
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<tr>
<td>Internet</td>
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6. Why do you think users prefer some services and not others?
7. Do you let users know when new services and materials are introduced in the library?

[ ] Yes  [ ] No

b. If your answer is yes, how is this done?

8. How long does it take for new books to be catalogued and processed?

[ ] 0-1 month  [ ] 2-3 months  [ ] over 3 months

9. Whom do you consider as your competitors in information provision?

10. Why do you think more users today prefer the competitors other than the library in information provision?

CUSTOMER CARE

11. The library's customers are the library users. Do you make a deliberate effort to make the users feel like they are being treated like customers, as they would feel in for example a retail shop?

[ ] Yes  [ ] No

12. If not what things make you act otherwise?

<p>| | |</p>
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<tr>
<td>Most users are problematic</td>
<td></td>
</tr>
<tr>
<td>Library users don't deserve such treatment</td>
<td></td>
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</tbody>
</table>
13. Do users often complain about the same problems repeatedly?

[ ] Yes  [ ] No

14. Whom do the library’s opening hours suit?

Library users  [ ]
Members of staff  [ ]
Administration  [ ]

15. Do you as chief librarian ever have sessions with library users to discuss issues affecting them in the library?

[ ] Yes  [ ] No

b. If not why is this so?

I don't find it necessary  [ ]
I am too busy  [ ]
I usually delegate  [ ]
Any other ____________________________

MARKETING TECHNIQUES

16. What marketing techniques is the library currently involved in?

None  [ ]
Advertising  [ ]
Displays  [ ]
Public relations  [ ]
Any other ____________________________

17. Visual merchandising refers to displays, which are designed and presented to draw attention to library services and products. Do you think your library has enough of these?
b. If not which areas of the library do you think are least highlighted?

18. Which of these public relations tools have been most successful in making your users aware of the library services and products available?

Press releases [ ]
User education [ ]
Exhibitions [ ]

In-house journals [ ]
Special events [ ]
Sponsorship [ ]

Any other ____________________________

STAFF AS MARKETING TOOLS

19. Do you have staff in the library devoted to public relations and marketing of the library?

[ ] Yes    [ ] No

b. If yes is this a full time position?

[ ] Yes    [ ] No

20. What words best describe the members of staff in your library?

Courteous and welcoming [ ]
Willing to help but ignorant [ ]
Uncaring and difficult [ ]
Rude and unwelcoming [ ]

21. Are the staff members in the library able to communicate all the existing and new services in the library?

[ ] Yes    [ ] No

b. If not why is this so?

Lack of proper training [ ]
Lack of time [ ]
Lack of willingness to do so [ ]

Any other reason ____________________________
22. Do you organize training sessions for your library staff on public relations and library marketing?
   [ ] Yes  [ ] No
   b. If not why?
      Lack of finances  [ ]
      I don't find it necessary  [ ]
      Members of staff are not willing  [ ]
      Any other

23. Has a member of staff ever argued with a user after launching a complaint?
   [ ] Yes  [ ] No

SERVICE QUALITY AND MEASURE OF EFFECTIVENESS

24. Does the library ever carry out surveys to assess user satisfaction with the service?
   [ ] Yes  [ ] No
   b. If your answer is yes how often in a year do you do it?
      Once a year  [ ]
      Twice a year  [ ]
      Over three times a year  [ ]

25. Do you hold regular meetings with your members of staff to discuss service quality?
   [ ] Yes  [ ] No
   b. If not why is this so?

26. The following are criteria used to measure good service. How would you rate your library service and library staff using the following scale?
<table>
<thead>
<tr>
<th></th>
<th>Excellent</th>
<th>Good</th>
<th>Average</th>
<th>Poor</th>
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<tbody>
<tr>
<td>Professionalism and skills</td>
<td></td>
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<tr>
<td>Attitudes and behavior</td>
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<tr>
<td>Accessibility and flexibility</td>
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<tr>
<td>Reliability and trustworthiness</td>
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<tr>
<td>Reputation and credibility</td>
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</table>

27. Do you welcome users suggestions in improving the service for example by providing suggestion boxes or having open discussions with them?  
   [ ] Yes  [ ] No
28. Do you evaluate your services and products to assess whether they are meeting their goal of satisfying the library user?  
   [ ] Yes  [ ] No
   b. If not why?  

b. If not why?  

29. Do you have a marketing plan for the library?  
   [ ] Yes  [ ] No
   b. If not what is your reason for not having one?  
      |                                      |           |      |         |      |
      | I don't find it necessary            |           |      |         |      |
      | I have never heard about it          |           |      |         |      |
      | Lack of time to prepare one          |           |      |         |      |
      | Lack of support from institutional administration |           |      |         |      |
      | Any other reason                     |           |      |         |      |

THANK YOU VERY MUCH FOR YOUR PARTICIPATION!