LAFIA JOURNAL OF LIBRARY AND INFORMATION SCIENCE
LJLIS Volume 1, Number 1, 2022
https://lalibjournals.org/index.php/LJLIS
ISSN: Print - 2814-0702, Online - 2814-0710
(LJLIS)

MANAGEMENT AND MARKETING OF PUBLIC LIBRARY SERVICES IN NIGERIA IN THE 21ST CENTURY

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Abstract
This paper examines management and marketing of public library services in Nigeria in the 21st century. Public library is established to provide information resources, which communicate experience and ideas from one person to another and makes them easily and freely available to all people. They are a community agency providing access at local level to a range of knowledge and information for the benefit of the individual and the society as a whole. In this paper, importance of management and marketing of public library was discussed in depth from the following perspective: management skills in public libraries, the public library services, marketing and promotion of public library services. The paper concludes by stressing that in order to maintain the level of service required to fulfil their functions, public libraries should be well managed. The management of a public library should be directed towards improving the quality of service to its users.

Keywords: Management, Marketing, Public Library Services,

Introduction
A library is a means of access to information, ideas and works of imagination. Many great libraries flourished in ancient times, and their services continued to affect society up to the modern information age. Public library is established to provide information resources, which communicate experience and ideas from one person to another and make them easily and freely available to all people. The public library is a local centre of information that makes all kinds of knowledge and information readily available to its users. It is established, supported and funded by the community, either through local, regional or national government or through some other form of community organizations. It provides access to knowledge, information and works of imagination through a range of resources and services. It is equally available to all members of the community regardless of race, nationality, age, gender, religion, language, disability, employment status and educational attainment. Although public libraries have been developed by various nations and cultures, they all share one overriding feature. They provide services free of charge to anyone who wishes to use them, although lending is often restricted to residents of the locality. Many public libraries provide literacy programmes, reader development promotions and act as an information point for the availability of local public services. Typically, they collect and preserve a wide range of information resources relating to the history and

development of the locality. Special services have been developed to serve the needs of particular groups such as children (including story telling programmes), housebound people, and the visually impaired. Public libraries in particular strive to serve all sections of their communities without discrimination. (Stueart, & Barbara, 2007).

Therefore, to make retrieval and access to the array of information resources available in public libraries possible, managers need to employ successful management processes in order to create appropriate work environments. From the agrarian age to the information age, the science or some would call it an art of management has changed dramatically as have libraries and information services. But in all that long history, it has never before been so important for organizations of all types to be responsive to changes in what their customers want and need and to be creative and innovative in delivering service to meet those needs. It is against this backdrop that, this paper attempts to discuss the management and marketing of public library services in Nigeria in the 21st century.

The Concept of Management

Management has been defined in many ways, but the basic essence of management is using organizational resources to achieve objectives through planning, organizing, staffing, leading, and controlling. Managers are those individuals within an organization who are in a position to make the decisions that allow an organization to reach its objectives. They work to ensure that these objectives are reached both effectively and efficiently. Follett (2020) defined management as the art of getting things done through people. This definition is still relevant because one of the things we know about management is that it is impossible for anyone to manage alone. Managers have to use the skills and labour of others to succeed, and thus, for them, interpersonal skills are extremely important. According to the New International Webster's Encyclopaedia Dictionary of the English Language (2003), management is the art or manner of managing, controlling or conducting. It is also the skilful use of means to accomplish a purpose. Regardless of the type of organization or the level of management, the functions of planning, organizing, human resources, leading, and controlling are essential to all managers.

Arising from the foregoing definitions, the management of public libraries could be the skilful use of means to provide effective library services; it could also be the art or manner of controlling or conducting various resources to achieve the objectives of the library. A successful public library is a dynamic organization that provides a range of library and information services that meet the varied and changing needs of the community (Oluwaseunfunmi, 2015). The management of public libraries therefore, seeks to ensure that it is assisting the library user to satisfy his needs from the resources available in the library system. In doing this, management ensures that the needs of the library users are identified and objectives are designed to meet these needs. To do these effectively therefore, it requires experienced, flexible and well-trained managers and staff that have a range of management techniques.

Public Library Services

Public libraries provide a range of services, both within the library and in the community, to satisfy their users' needs. The library facilitates access to its services for all, including those who have difficulty reading print. The services of the public library are easily accessible to the user in a variety of formats and media. According to Akinola (2013) the public library services include loan of books; provision of books

and other materials for use in the library; provision of information services using print and electronic media; readers' advisory services including reservation services, community information services; user education including support for literacy programmes.

Similarly, public libraries have a special responsibility to support the process of learning to read, and to promote books and other media for children. The public library provides special events for children, such as story-telling and activities related to the library's services and resources (Elbert, Fuegi & Lipeikatg, 20212). It encouraged children to use the library from an early age as this will make them more likely to remain users in future years. In multilingual countries books and audio-visual resources for children are available in their mother tongue. Young people between childhood and adulthood develop as individual members of society with their own culture. However, the specific services performed by the public library according to Shiksha (2014) include information dissemination services; provision of cultural services; provision of recreational and leisure services; provision of educational services; knowledge preservation and dissemination as well as creating reading habits and love for knowledge.

i. **Information Dissemination Services:** Every individual of the society approaches the public library for the satisfaction of his/her informational needs. For this purpose the library collects the information materials required by the various sections of the society and disseminates the information among the individual of the society. Apart from this, the public library organises seminars, workshops, exhibitions and a lot of other programs which helps people in acquiring knowledge and skills. With the help of formal and informal library services, the public library disseminates information in the society either through books, journals, Periodicals etc. or by organizing programs with the help of experts of different field. The public library not only disseminates information in the present society but also preserves it to disseminate it even in the future. The Public Library also provides mobile library services so that the information needs of people in the remote areas can be met.
ii. **Provision of Cultural Services:** The public library is one of the institutions which has the responsibility to preserve the cultural heritage of the society. It also preserves the artefacts, traditions, customs and history of the society and knowledge about own as well as other cultures. It organises different cultural programs such as exhibitions, dance, drama, concerts and different types of competitions to preserve the cultural values and traditions. For example, activities like puppet show, poetry show, exhibition of craft and art helps in promoting the tradition and culture of the society. It promotes reading and thinking that widens the intellectual horizons of people and develops creativity in an individual. The public library enriches the culture of a society through its activities, lectures, seminars, workshops, cultural programs, exhibition, etc.
iii. **Provision of Recreational and Leisure Services:** The library provides opportunity to the people of the society to utilize their leisure time in a positive manner and in creative direction. If a person has leisure time without any positive work, he/she may develop negative thinking and may even become destructive to the society, in some cases. Hence, the library plays an important role in providing positive directions to such people through books, periodicals, and popular magazines and by organising various programs. For this purpose, the public library stocks, novels, other forms of literature, work of the art and

other materials which have recreational values. The cultural programs organized by the library also keep such people engaged.

iv. **Provision of Educational Services:** The public library provides all kinds of information sources to the member of the community, it serves. It helps people in educational endeavour whether formal, informal or non-formal education. It is especially, a boon for the people who acquire knowledge through non-formal and informal education system. Its services to the community support Adult Education and Social Education which ultimately demolishes illiteracy from the society. Because of this, the public library is considered people's university as it provides the sources of knowledge whether printed, non-printed or any other form, to develop professional, intellectual, moral and spiritual capabilities of the members of the society.

v. **Knowledge Preservation and Dissemination:** The public library preserves the socio-cultural, historical, geographical and other categories of knowledge either produced or needed by the community, it serves. It disseminates this preserved knowledge in the community to make people aware about community, its professions and vocation, culture, customs, lifestyle, etc.

vi. **Creating Reading Habits and Love for Knowledge:** The public library provides all kinds of reading materials such as books, periodicals, popular magazines, etc. which creates reading habits among the people of the community, and has positive effects on creating responsible citizens.

Management Skills in Public Libraries

The importance of management to librarians has grown over the years as libraries have become larger in terms of budgets, collections, and staff. There is an obvious need for management skills at the level of library director, especially in large libraries. A well-managed library or information center accomplishes all of its objectives better than one that is poorly managed. Because of their long history, libraries often have tendency to perpetuate practices that have worked effectively in the past. In fact, library directors are necessarily becoming more like chief executive officers (CEOs) of large corporations than the scholars they used to be. Even in those libraries with smaller budgets, knowing how to secure and manage funding is critical for the institution's success (Jordan, 2020). Library managers are also in charge of many employees and large physical plants, and managing people and physical resources is often more difficult than managing money.

However, it is not just library directors who need to have these managerial skills. The demands on every librarian's managerial ability have become larger and more complex in recent years. Management is one of the most essential skills in ensuring the effective functioning of any type of organization. Management of a public library involves a number of different skills:

Leadership and Motivation skills: The library manager has a vital role in advocating the value of public libraries as an integral part of an international, national and local infrastructure. He/she must promote public libraries to politicians and key stakeholders at all levels in order to ensure they are aware of the importance of public libraries and to attract adequate funding for their maintenance and development. The library manager must ensure that governing authorities are informed of new developments that may impact on public library services and are made aware that the library service is a key player in providing access to the delivery of new services (Reddy & Jyothy, 2014).

The library manager is responsible for the motivation of staff and bringing energy, vitality and strength into the library service and its staff. The manager also plays a key role in managing the development of physical facilities and ensuring that the most effective use is made of resources, including information technology, to enable the library service to meet the library and information needs of the community

Maintaining Effective Relationships with Governing and Funding Bodies: To achieve its goals the public library needs adequate and sustained funding. It is very important that the library manager establishes and maintains a close and positive relationship with the bodies that govern the library service and provide its funding. The library manager as head of the public library service should have direct access to and involvement with the board or committee that is directly responsible for the library service. As well as formal meetings there should be regular informal contacts between the library manager and members of the governing body, and they should be kept well informed about the library service as well as current and future developments.

Planning and Policy Development: The determination of public library goals, short- and long-term objectives, strategies and performance measurement is necessary to ensure equitable, effective and efficient library service provision with access for all sectors of the community. Strategic and operational plans require formulation, documentation and adoption.

Planning should not take place in isolation but in conjunction with the governing and funding bodies, the library staff and the actual and potential clients served. A strategic plan must be user-focused and should include review of achievements, examination of needs, identification of priorities and short-term goals, development of strategies for achieving goals, identification of critical success factors, budget allocation and deployment of resources to achieve optimum performance, measurement and evaluation of input and output performance as well as reassessment of needs and policies.

Building and Maintaining Networks with other Organizations: The library manager must ensure that networks are developed and maintained at national, regional and local level, using information and communications technology wherever appropriate. This enables a very wide range of resources to be brought to the user at a local level. The library manager should also develop good working relationships with other agencies in the community, for example, schools, other local government departments and voluntary organizations for the benefit of the users, and to confirm the public library's role at the centre of community activity. **Financial Management:** Financial management and financial planning are vitally important to ensure that the library operates efficiently (at optimum performance), economically (at minimum cost), and effectively (at maximum benefit). In order to achieve these aims the library manager should look for ways of improving levels of funding from national, state or local government or from other sources.

Management of Library Resources: A major element of a library's budget is expenditure on library resources. The library manager should ensure that these funds are spent properly and in accordance with the agreed priorities of the library and that the resources are maintained and made available so that they can be of maximum benefit to the library user.

Marketing of Public library Services

Marketing in library involves continuous assessments and re-assessments of users' information needs. Ravichandran and Babu (2008) define marketing of library

and information services as the process of planning, pricing, promotion and distributing library products to create exchanges that satisfy the library and the customer. It is important to identify the needs of users and strive to meet their needs effectively and efficiently. Marketing is an on-going process in the sense that it does not stop simply at providing or promoting services.

In today's complex information environment, public library has a responsibility to communicate the resources and services it provides to the society. With the impact of technologies and other environmental changes, the role and concept of public library services is changing very fast. The range of services that take place outside the physical library are expanding due to new technology. For public libraries to stay viable in the current climate, it is important that they adopt marketing strategies to help meet organizational mission, goals and objectives. Without a marketing orientation, a high-tech library or information service would not necessarily be successful. With increased competition in the world of information, marketing is a factor for survival. Survival of a public library depends among other things on its image in the minds of the users.

Marketing in case of public libraries is necessary to offer benefits to users' want, reduce barriers to use and access, persuade and inform the users, and carefully plan to satisfy users' needs effectively. Marketing is so basic that it cannot be considered a separate function within the public library. A public library without users is useless, there is need to let the users be aware of the benefits of the public library in provision of information resources and services in order to succeed. To attract clients, generate non-user awareness, and raise awareness of available services and resources, public libraries need to find ways to promote services and resources to clients as effectively as possible (Helinsky, 2008; Webreck Alman, 2007) in Olorunfemi and Ipadeola (2018). Marketing of public library service is an established sub-set of management practices which identifies customer wants and needs and meets those needs within the resources of the organization (Gupta, Koontz & Massisimo, 2013). Marketing is about keeping the clients in touch and informed about resources and services that match their interests. The success of any public library marketing lies mainly on convincing the clients that the tools or databases are worthwhile, they must understand what the services are, and be enthusiastic about how they will be helpful.

Marketing plays a crucial role in maintaining a successful relationship with customers, it must be considered as important as the services provided by public libraries. Marketing is all about identifying users' needs and developing strategies and services to reach out to them. Many libraries have come to appreciate the contribution and application that marketing concepts can make. Sharma and Bhardwaj (2009) in Odine, (2011) suggested four ways of marketing library services which includes:

a. Creating a web page: libraries should create web page for users. A web page is a very effective way of promoting library information services and resources.
b. E-mails: Emails can be sent to users containing new library resources and tips on how to find information.
c. Librarians should endeavour to attend academic lectures where prominent number of users can be found. Librarians can then meet users to discuss and gather information about their needs as well as to promote the services offered by the libraries.
d. Librarians should provide links to help services from all appropriate library web pages, where assistance may be needed. Marketing strategy means

selecting various techniques in proper proportion and balance. It is important to note that not all enterprises or organizations can afford to use all the marketing techniques because different situations require different techniques. It is essential therefore that the marketing manager or the librarian are cognizance of the various marketing techniques and must be able to select those techniques that are necessary for a particular product in a particular situation. Successful marketing therefore, includes the art of deciding which techniques to use in different situations.

According to Aderibigbe and Farouk (2017) Strategies to enhance effective marketing of library services include; publicity and public relation strategy, pasting of new information on the notice board, enhancing the image of libraries, using user's orientation as a strategy, devising training programme, advertising in print media or directories, sending out newsletters, brochures and flyers, word of mouth endorsement and also personal sales by the librarians. In order to successfully market library services, Odine (2011) opined that the marketing mix must be applied. The marketing mix is the combination of elements which are used to market a product or service. The marketing mix includes the following: product, price, place and promotion. Product in library content is defined as services offered to users to satisfy their information needs. The main products provided by information professionals are: giving user assistance, serving as middle men between the users and the resources of the library which include information skills programs, selective dissemination of information, user education services, photocopy services, bibliographical services, cataloguing services, reference services, photocopying services, current awareness services and internet/computer services.

Conclusion

Public libraries operate in an increasingly complex society, which makes many calls on people's time and attention. It is important, therefore, for public libraries to manage and market their presence and the range of services they provide. These ranges from simple techniques, like signs on library buildings stating what they are, and leaflets advertising opening hours and services, to more sophisticated methods like marketing programmes and the use of websites to promote the library's services and activities.

Similarly, for the public libraries to remain viable entities in the future, they must be properly managed to compete with the burgeoning and often aggressive information industry. This will require flexibility and adaptability to change. Redesigning it information services in line with the paradigm shifts; identify new competencies relevant to modern information services; improvement of information resources and services to increase productivity, effectiveness and quality of service delivery; ensure instant accessibility to the networks of information and provision of information service to remote and distance users.

Way Forward

A public library must provide information, cultural, recreational and educational services to its users, before it could be adjudged to be effective. To accomplishes its objectives of providing access to its services for all, the directors must employ all the necessary managerial skills of good leadership and motivation; maintaining effective relationship with governing and funding bodies; good planning and policy development as well as building and maintaining networks with other organisation among others.

Moreover, public libraries are now faced with the need to market their services to their users; therefore, they must understand clients' needs, plan service provision, promote the available services and deliver them efficiently. To achieve this, effective marketing techniques such as advocacy, promotion, making positive use of print, electronic and communications media displays and exhibitions must be deployed.

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