

**Marketing Library and Information Services:
A Case for Library Managers**

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Abstract

This study identifies the commercial values of library services, the need to harness, the strategies to harness, and the challenges of harnessing them. 73 library managers (ie librarians) selected in an annual general meeting (AGM) of Imo State chapter of Nigeria Library Association (NLA) formed the population. Analytically, a significant mean (X) of 3.25 was derived on four point structured Likert scale showing that the statements made were accepted. This paper therefore recommended a way forward to surmount the challenges, and concluded that library managers ought to commercialize its business oriented services that were hitherto neglected for self economic sustainability, professional and services relevance, and to attain end user satisfaction.

Keywords:., Library Services, Library Managers, Academic Libraries, Marketing

Introduction

Fundamental changes in the economic structure of library and information services over the past several decades are forcing a fundamental reexamination on the values and policies that serve as the basis for our practices and services (Young, 1994). Literally, library is an institution or store house of knowledge that is providing social services through information dissemination and creation of access to knowledge. Upon this phenomenon, they are chiefly funded by the established parent's body -government, individual, and institutions/organization without recourse for self-funding and revenue generation. According to Yetunde (2008), the fortune or misfortune of University libraries depend almost entirely on the fund received from the parent institution. In these institutions, funding standards and quality management of information services are determined through the political process which regulates the allocation of resources for competing priorities in the institutions.

Presently, the dynamism in providing library and information services has significantly emerged, as ICTs continues to diffuse into information and telecommunication sector. Moreso, management and service approach to library is becoming more sophisticated occasion by funds viability, establishes policy frameworks, institutional (library) relevance, adoption of modern

trends and technology -increase in multiple accesses to information, changes in librarians training curriculum, economy (wages/budget), patrons information seeking behaviour, and general layout of the library system and maintenance. These have pushed the overheads cost and financial needs of the library, making librarians to think alternative sources of fund, may be, commercialization or privatization or entrepreneurially; for them to withstand any shock amidst uncertainty in shortfalls from funding by the parent's body, otherwise they are prone to directly suffer or scuttle services. To this affirmation, Coffman (2000) states that; *today, the institutions we (library) serve can choose from a whole wealth of information sources, including everything available on the Web, online and traditional bookstores, proprietary databases, and much more — and some institutions have begun to choose these sources instead of their libraries. Apple Computer, for example, which once supported one of the foremost corporate libraries in the country, shut its library down in favor of the Web and commercial information sources on employee desktops. The Riverside County Public Library System recently separated from the Riverside City Library, with which it had been affiliated for many years, contracting with an outside commercial firm to provide its citizens with library services. ...The fundamental assumption that the library and the institution it serves are inseparably beholden to one another is quickly being undermined. Corporate libraries have always operated at the discretion of corporate executives, but now public and academic libraries face competition for their roles. Librarians can no longer take their institutions or their support for granted. To succeed or survive in this brave new world, we must stand on our own two feet. The most critical challenge facing librarians as we enter the Third Millennium is how to generate revenue that can replace the institutional support we once assumed would never stop.*

In the words of Yetunde (2008), in the face of the dwindling budget, amid skyrocketing prices of information provision, the upshot is for library administrators to look inwards and generate revenue that would complement whatever grant it receives from the parent's body. Olurayi (2013) stated that collection development in Nigerian libraries in the past made the libraries worth visiting with updated books, journals and other materials and it offered researchers up-to-date information in desired areas, but presently the reversed is the case. The university libraries for example that supposed to receive 10% grant of the recurrent university budget from the government through the National University Commission (NUC). However, this recommendation is more honored in the breach than in compliance and in some libraries the approved budget will be a very much truncated fragment of the original proposal, so the librarian has no guarantee that the small sums of money approved in paper will be made available when needed (Majiroghene & Bilewomo, 2008). Glosiene (2002) wrote that diminishing financing for public sphere institutions, libraries among them, in combination with growing requirements for quality and relevant services, expansion of ICT in library and information services forced library to introduce fee based services to their users. This view was supported by Olaison (1992), who aired that rapidly rising costs together with a political philosophy that favors' privatization has forced administrators, funders, library directors and policy makers to reexamine the policy of free public services. Therefore, the needs to reposition, diversify, and re-engineer library services

towards self economic sustainability arises. To this, librarians and library managers are behooved to harness commercial values of its library services.

Commercial values of library services are activities of the libraries that are capable of generating income or have revenue base in the library. Rosenberg (1997) stated that In the United Kingdom, this is called “Income Generation”, and in the United States of America it is called “Fund Raising”. De Saez (2002) said that anything can be marketed and commercialized - products, services, organizations, people, places and social issues, Libraries, information centre, learning resource centre, information services, librarians, information professionals, learning resources managers – all can be marketed successfully to generate income for the library. According to Ojoade and Ochai (2000) some institutions in Nigeria have also imposed fee on: former students; students from other institutions; non-registered readers for use of the library; non-university readers; and charges on overdue borrowing. Rosenberg (1997) reported that, on the average, libraries in the United Kingdom have obtained about 6% of their income from these activities.

As the financial squeeze becomes tighter, library administrators in some libraries have no other options but to look into commercializing. Rosenberg (1997) has gone a step further to state the rationales for trying to generate income, among other reasons are;

- a) It enhances the librarian’s standing and credibility as a financial manager.
- b) It increases the visibility and reputation of the library.
- c) It promotes a customer-based, competitive approach to the provision of information services.
- d) It enables new services to be offered which otherwise would be beyond the allocated income.

However, libraries are faced with multi-faceted challenges in enhancing her commercial values, major among them are inadequate funds to purchase facilities and materials, lack of idea, poor marketing skills, and established policy frameworks. According to Yetunde (2008), often times, library management purchase few copies of important titles as against the required number if fund at their disposal is inadequate. Besides, large collections of broken down computers and other information technology facilities are not properly maintained and repaired or replaced because of insufficient fund. Finally, lack of fund has equally put the librarians and other library staff at a disadvantaged of attending workshops/seminars and conferences which could enhance their productivity and professionalism. ...However, most of the librarians smudge barriers of applying the concept of marketing in generating revenue in the library, among which are, lack of knowledge and misconception about the objective of academic Libraries; that libraries are under authorities and so cannot make financial decisions regarding marketing and commercial aspects.

Statement of Problem

It is fundamental to note that Nigeria economy needs support; in terms of finance, human and operational capacity to come-out of presents cash crunch or rather recession. Most non-profit organizations including libraries that depend on their parent’s body funds and donations are

finding it difficult to survive; as owners are struggling to finance its mainstream businesses. The visible evidence is seen on the coma state of public libraries, poor capacity of national library, insignificant existence of private/special libraries, absence of functional school libraries, and glorified statues of most academic libraries across the country. The situation simply requires new vision through diversification, innovation, and re-structuring towards self-economic sustainability and institutional relevance. (Un)fortunately, libraries have a good alley of commercial values, but are neglected owing to the policy that established them, ignorant and dependence on budgetary allocation from the parent's body. But, if those values are harnessed, could help them withstand shrinking funds, abysmal neglect, and mirrored petite-pretty. It is on this note that this paper; intends to reveal the commercial values of library services, the need, and strategies to harness them, and challenges of harnessing them as the gap in knowledge to be filled.

Purpose of the Study

The aims of this paper are to;

- i. Determine the commercial values of library services to harness in the libraries
- ii. Determine the need to harness the commercial values of library services in the libraries
- iii. Determine the strategies to harness the commercial values
- iv. Find out the challenges of harnessing the commercial values in the libraries

Research Question

The following research guided the study;

- i. What are the commercial values of library services to harness?
- ii. What are the needs to harness the commercial values of library services?
- iii. What are the strategies to harness libraries the commercial values?
- iv. What are the challenges libraries manager do encountered to harness commercial values of library services?

Literature Review

Commercial values can be described as sellable, marketable and financial exchange worth products and services characterize with income and revenue generation for the providing organization. In library, commercial values includes all services rendered by the library which are capable of generating income for the library. Library Association (1988) states that they are;

- Those services for which a profit can be seen on each operation e.g. photocopying
- Those services considered to be of added value for which a charge is made to cover replacement costs e.g. loan of video audio cassettes

- Those services provided within the overall framework of the library and available from time to time on a charge eg renting a meeting room, packing lot, etc.
- Those services which are partially or wholly recharged to other departments of local government or sectors of government.

To generate revenue, Igbeka (2008) affirm that libraries can look into commercialization of some of its financial valuable activities like photocopies, literature searches, scanned documents, document transfer, inter library loans, document delivery etc. Others are indexing and abstracting services, bibliographic compilations, reprographic services as well as bindery services. The following are some library services that are prized and serve as source of income in some libraries in Nigeria: bindery and printing; searching on Databases for electronic journals; searching online references; document delivery; desk search; photocopying services; consultancy services; selective dissemination of information; bibliographic services; and Information repackaging Yetunde (2008).

Rosenberg (2011) note that there is a movement away from total reliance on government funding towards additional sources of library income, therefore she argued that income generation is here to stay and that in the future the library will be asked to become more self-sufficient and not only to be responsible for generating income but also to be held accountable for it. In the opinion of Neal (1997) the successful library is the one that provides a range of expensive resources that most individuals cannot afford and provide a well-established mechanism of information acquisition and dissemination that is accessible to most people. There are indeed different schools of thought with regard to libraries charging fees for some library services. In this regard, Ekoja (1996) points out that, those who are arguing in favour of fee-based services are gaining the upper hand in the debate because many compounding variables have made it expedient for libraries around the world to look outside their traditional sources of funding in order to raise additional funds to be able to sustain the level of services which hitherto, normal funding was able to take care of. Sight should not be lost on the fact that, libraries have become clients of commercial databases on the Internet. So to be able to deliver services efficiently, some categories of services must be paid for. This point is further buttressed by Leisner (1995) who holds the view that increased customer satisfaction will result in increased willingness to pay for the services offered.

Furthermore, the needs for harnessing commercial values of a library continue to heighten as external and internal demands to do more outside budgetary box or even to stand prominently in services without abandoning their traditional standpoint ignite libraries in Africa to think how they can go on and innovate. Okiy (1997) said that in the face of dwindling library budgets, astronomical increase in the prices of books and journals, low and unstable exchange rate of the naira against the US dollar, other sources of funds and library resources must be identified and harnessed to help libraries maintain high standards. Bremer (2003) opined that it has become increasingly necessary for libraries to seek for funds aside government grants to support

activities that were once thought to be responsibility of tax payers. Authorities are requiring libraries to generate revenue to offset a proportion of their costs (Best, 2001).

A survey conducted by Kwadzo and Amekuedee (2007) indicated that types of fee-based services provided by libraries in agriculture related special libraries in Ghana included online bibliographic search, photocopying, Email, CD-ROM searches and training. They gave varied reasons for the fee-based services offered. The reasons are mainly to make up for the shortfall in government subvention, to improve quality of service and to recover cost of service. Martey (2000) argue that in marketing products and services of academic libraries in Ghana, there must be a conscious effort to do what he terms 'personal selling'. He further says that pricing is extremely important for marketing but this has not been the major preoccupation of the Ghanaian academic librarian for a very long time. He intimated that this is so because the government pays for library services and so libraries do not see the need to charge users for information that has already been paid for. What happens to these libraries in a situation where Central government is not paying enough for these services?.

Strategically, library managers should device means of harnessing its commercial values in order to confront funding gap, stir towards self economic sustainability and be more relevant to the demands of the present information services provision. To succeed, library managers must advocate for entrepreneurship, commercialization, marketing, and ICTs and environmental innovation. Weingand (1995) stresses that the rate of technological development is accelerating so rapidly that new ideas are continually entering the marketplace. She maintains that to remain part of the information mainstream, librarians must be active in the distribution of information and receptive to change. Coffman (2000) reveals the model for intrapreneurial in public libraries as;

- Using fees to expand library services
- Using a Public Broadcasting fundraising model to substantially increase outside revenue and decrease dependence on tax dollars.
- Increasing open hours and doubling the impact of operating budgets by running libraries more like bookstores.

Cervone (2005) suggested that "now perhaps more than ever, libraries need to be thinking creatively and actively about development issues..." and those case studies of successful and unsuccessful strategies need to be shared and tested in diverse situations. Reid (1992), explained some of the merits of library commercialization such as the ability to better control demand by filtering unnecessary request and improves ability to cope with price upsurge by sharing cost with customers. There is acknowledgement among library users as to the grossly unsatisfactory current state of libraries, lending credence to the financial times. Corroborative conclusion is that all and sundry are now convinced that entrepreneurship/ commercialization would improve the service. As such libraries have long incorporated a number of cost control mechanisms such as fee based photocopying and more recently printing, scanning, e.t.c. (Ajemasu, Hajaratu, and Degri,

2015). Akporhonor (2005) opines that that the emerging spending patterns and societal pressures requires libraries to launch money yielding ventures such as consultancy and pricing information services. Popoola (2005) states that in view of the reduction in annual budgetary allocations to information service organizations especially libraries, archives and information centers by their owners, the managers of these information systems must embark on priced based information services. This will enable them to recover their costs on the provisions of information services to users. He reiterated further that libraries must be capable of generating revenue if possible making maximum profit using appropriate pricing policy. He concluded that any goods or service that is provided free is never valued. In a survey conducted by Thompson (2008) on “Marketing Library services: the case of state owned multi-campus university libraries in Ghana, 74.4% of user-respondents of over 300 indicated that they were prepared to pay for some services and products offered by their respective campus libraries. He therefore suggested that service providers should take advantage to introduce services which are very well packaged to meet user-needs at realistic charges Ibegwam and Ogunyade (2008) indicated that new products and services that medical librarians would want to introduce to their libraries in order to generate funds include indexing and abstracting services. They intimated that, for libraries to develop products which will sell in libraries, five key problems need to be addressed. These are idea generation; identifying the business opportunity, doing venture analysis, product design and development and market strategy. Kanaujia (2004) suggests the 4Ps of marketing:

- Products and services: libraries should periodically review the products and services they will be offering. This is supported by Reddy and Varalakshmi (1988).
- Place: this is the extent to which the library services are made available, methods of delivery of services, and communication.
- Pricing: this involves decisions regarding pricing for library services, and is done on the basis of quality of information and customer acceptances.
- Promotion: this entails publicity and reaching out to users. Libraries should regularly participate in trade fairs and advertising in newspapers, library bulletins, and information centers.

Jestin and Parameswari (2002) identify barrier in operating a profitable information business as lack of business expertise among librarians and information scientists. They believe that marketing of information products and services is an integral part of administration, especially as a means for improving user satisfaction and promoting the use of services by current and potential users. Adeyoyin (2006) said that indeed in any discourse on the adoption of technology, the development of book collections or the training of staff in the library, funding has always been mentioned as one of the greatest handicaps. The commercialization of library services is something that people have tendered to shy away from; he further suggested commercialization as a panacea to libraries that are severally constrained in terms of resources. Ajemasu, Hajaratu, and Degri (2015) opined that the established education and research culture sphere in which libraries operates in Nigeria faces costs higher than revenues. Most libraries suffer from insufficient funding, resulting to being inadequate to accomplish the work they need to do,

because their income remain low while cost of information materials and that of infrastructure climbed. Again, the challenges of libraries are far beyond generic mission or skill, but compound of gene from inception of established policy framework and nomenclature statues -social institution. Indeed, now than ever that library philosophy of free services needs to be rethink, every organization irrespective of purpose are now in need to contribute in other to partake in sharing.

Methodology

The research design adopted for this study was survey method. Surveys are chiefly used in studies that have individual people as a unit of analysis (Babbie, 2001). It will allow a group or item to be studied by collecting and analyzing data from only a few people or items considered representative of the entire group (yetunde, 2008). The entire librarians found in Imo state chapter of NLA AGM irrespective of the type of libraries form the respondents (sample population). Data was collected through the use of questionnaire. The researcher administered and collected the questionnaire by self during the and after the meeting. 73 members indicated as librarians in attendance, out of 97 registered librarians in the state chapter responded to the questionnaire administered and were collected. The questionnaire was divided into two sections. Section A was on library taxonomy of the respondents, while section B was designed to study the questions raised in research questions as a guide to the subject matter. For clarity, the data was presented in the tables -I, II, III, IV & VI. Each table represents each research questions asked. The questionnaire was structured using a 4 level-point of Likert scale rating; Strongly agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, and Strongly disagree (SD) = 1. Mean (\bar{x}) was used to analyze and interpret the result. Since it is a 4point scale structured questionnaire, by principle, mean scores of 2.5 and above were accepted, while below 2.5 was rejected

Result Analysis and Discussion

Section A: Librarians attendance in Imo State chapter of Nigeria Library Association (NLA)

Table I

Respondents Libraries	No. of Librarians	%
Academic	61	83.6
Public	4	5.5
National	2	2.7
School	4	5.5
Special	2	2.7

Private	NIL	-
Total	73	100

The table shows that, academic librarians were more in population in Imo state chapter of NLA. They (academic librarians) have the highest level of attendance, making about 83.6% of the attendance. Public and school librarians came distance of second with 4 responses representing 5.5% of the attendance, while the national and special libraries librarians have 2.7% attendance respectively. From the table, it's obvious that there was no private library librarian in Imo state or that none of them attended the AGM.

Section B: Research Questions on the Topic: Harnessing the commercial Values of Libraries Services: A Case for the Library Manager

Note: Responds rating is interpreted as follows, Strongly agree (SA) = 5, Agree (A) = 5, Undecided (UD) = 3, Disagree (DA) = 2, and Strongly disagree (SD) = 1.

Table II: The Commercial Values of library services to be harnessed

S/n	Statements	SA	A	DA	SD	Mean X	Decision
1.	Bindery	61	8	4	-	3.94	Accepted
2.	Reprographic (photocopying, typesetting, laminating, scanning, and printing)	66	7	-	-	4.07	Accepted
3.	Information packaging	35	23	12	-	3.32	Accepted
4.	Advertising and promotion	49	18	3	-	3.65	Accepted
5.	Renting of library space/hall for conferences, workshops, meetings, and seminars	56	13	1	-	3.77	Accepted
6.	Cyber café/internet services	57	13	-	-	3.81	Accepted
7.	Publications of current issues	52	17	2	-	3.72	Accepted
8.	E-services such as provision of academic article database, video conferencing and computer training	61	9	-	-	3.87	Accepted
9.	Stationary/Bookshop	59	11	-	-	3.84	Accepted

10.	Library registration	41	19	7	3	2.95	Accepted
11.	Charges on overdue borrowed materials	12	17	23	18	2.32	Rejected
12.	Documentation and language translation	19	29	17	5	2.88	Accepted

The table shows that item 1-10 and 12 are potential commercial library services that library managers need to harness optimally to generate income for the library, while item 11 is rejected. It is wise to note that penalties can generate income but did not have market or commercial value. Okeke, Urhiewhu, and Nwafor (2015) found that fee-based library services are already in existence in three (3) private universities, though at a very low level, especially Madonna University Library, Okija campus. It was also discovered that the library are already rendering book binding services, photocopying services, internet connectivity, computer typesetting, membership registration fees and over-due book charges. The survey of Madalla, Hajaratu, and Rhoda (2015) on commercial services render in Bauchi State University shows a strength for harnessing commercial values of library services “the cost of printing per page is =N= 20, photocopying is =N=5, scanning is =N= 100, while internet browsing per hour is =N=150. The approximate amount of money generated per month from all the services provided, within the first month of its operation in the systems unit is =N= 69,290. The amount generated will increase if the café becomes popular to the general populace. Also, the amount generated in Audio Visual unit of the library per month. =N=7500 is charge for video coverage per day, while =N= 3000 is charged for equipment use. Therefore approximately =N= 24,000 is generated in a month. In all, the amount generated in four sections where money is charged for services offered. Approximately =N=69,290 and =N=24,000 have been generated in systems and Audio-visual sections respectively in a month. While =N=278,063 and =N=280,000 has been generated in readers and binding sections in four years and a session respectively

Table III: The need for harnessing commercial values of library services

S/n	Statement	SA	A	DA	SD	Mean X	Decision
1.	To make library services and librarianship profession more valuable	49	19	2	-	3.64	Accepted
2.	To increase the fortunes of library	37	24	6	3	3.35	Accepted
3.	To make up the parent's body budgetary allocation	62	8	-	-	3.88	Accepted
4.	Parent's body budgetary allocation is shrinking and cannot meet the financial needs of the library	39	27	3	1	3.48	Accepted

5.	To improve the efficiency of library services and operation	55	13	2	-	3.75	Accepted
6.	It may helps libraries to becomes self economically sustainable	61	9	-	-	3.87	Accepted

Table III depicts that, all the statements made were accepted as the needs for library managers to harness commercial values of the library services. As the result shows, significant mean (X) of 3.66 depicts that, the need for harnessing commercial potent is timely and strategic, especially now every organization is thinking IGR for self sustainability.

Table IV: Strategies of Harnessing Commercial Values of Library Services

S/n	Statement	SA	A	DA	SD	Mean X	Decision
1.	Marketing concepts need to be redeployed in library services	31	39	-	-	3.44	Accepted
2.	Pricing method should be incorporated in library services	34	21	13	2	3.24	Accepted
3.	Librarians should train on entrepreneurship to enable them acquire commercial competency	46	19	5	-	3.58	Accepted
4.	Business opportunities in libraries and information sectors should be identified and harnessed to improve commercial values of library services	29	32	7	2	3.25	Accepted
5.	Libraries should run a fee-based consultancy services	53	17	-	-	3.75	Accepted

The responses showed in the table IV indicates acceptance by library managers the statements made in 1-5 as very strategic to harness commercial values of library services. Thompson (2008) on "Marketing Library services: the case of state owned multi-campus university libraries in Ghana, 74.4% of user-respondents of over 300 indicated that they were prepared to pay for some services and products offered by their respective campus libraries. He therefore suggested that service providers should take advantage to introduce services which are very well packaged to meet user-needs at realistic.

Table V: Challenges of Library Managers in Harnessing Commercial Values of Library Services

S/n	Statements	SA	A	DA	SD	Mean X	Decision
1.	Library managers lack idea of integrating commercialization on library services	18	33	16	3	2.65	Accepted
2.	Policy establishing libraries makes it difficult for commercial services in the library	16	26	10	18	2.57	Accepted
3.	There is inadequate fund to establish commercial base resources in the library	27	33	8	2	3.21	Accepted
4.	The nature of Library services makes it impossible to introduce pricing in the library	19	27	17	7	2.82	Accepted
5.	There is no guided policy frameworks for introducing fee services in the library	22	31	12	5	3.00	Accepted
6.	Library managers shy away from commercialization of services	33	21	12	4	3.01	Accepted
7.	Librarians training curriculum fails to impact business, entrepreneurship, and commercial/marketing knowledge to librarians	22	19	20	9	2.77	Accepted

The mean (X) in the table deduces that statement 1-7 were accepted by library managers as challenges to harness commercial values in the library. Okeke, Urhiewhu and Nwafor (2015) in the survey conclude that, that the challenges facing fee-based library services includes lack of existing policy framework on fee-based, management bottle neck, insufficient fund and lack of basic skills needed for the operation of the fee-based library services. The challenges according to suggestion made by both the university librarians and library patrons are as follows; lack of provision of policy framework on fee-based library services, provision of initial funds for the take off of fee-based library services, No orientation as the operations of fee-based services for librarians and library staff. There is no written fee-based library services policy on ground in the three (3) private university libraries. This has resulted in the half-hazard organization management of the existing fee-based library services. The library staff runs the fee-based library services like ordinary library services. It has resulted to the inability of the library management to give proper account and take proper decision on the operations and guideline of fee-based library services.

Recommendations

To curtail the challenges, the following recommendations are offered

1. Library managers need to be business and entrepreneurially innovative to identify commercial aspects of library services, and approach it as last hope for library survival. In doing this, they have to recognize the services that are worth selling and has capacity to satisfy user needs timely and utilizes the opportunity.
2. Library stakeholders or owners need to understand the dynamics of library services today. Not only as social services that depends or awaiting fund for operation, but as an institution established to survive financially in case there is an allocation shortfall. On this, every policy establishing library need to be reviewed to accommodate fee and free center point.
3. Facilities of library services need to support commercialization. That is, printing machine, cyber café, conference rooms, audio-visual etc. They need to be put in functional stage to ensure they are used to generate fund.
4. Business and entrepreneurship courses should be imbibed into the training curriculum of librarians to equip librarians with commercial and marketing skills which will help them to leverage the opportunities that are available in information economics today.
5. Every library manager should embrace ICTs; must be IT savvy to market library products online, this has to be done to portrait the value pack of librarianship and product.
6. Library budget should be utilized significantly to encourage techno-development.

Conclusion

Commercial values of library services are nowadays seen as a way out from cash shrink that is stifling the development of library services all over the world. In most developing countries, libraries are not getting it fare because in every case of cash crunch, libraries have to wait for mother organization to survive. This is being witnessed by understaffing of the library, poor facilities, deteriorating building, obsolete materials and inadequate services vividly surfacing in most libraries in Africa. In Nigeria today, worsening state of economy and recession has made it a clarion call for every sector of economy (library inclusive) to think for a way. To most institution, diversification and innovation is the way out, and for library and librarians, harnessing the commercial values of their services remains the best option for them to become self economic sustainable, operational and professionally valuable amidst this period of budgetary meltdown. Therefore, challenges militating against scaling-up fee services need to be surmounted through strategy and recommendations of this paper; this will help to open a progressive chapter in the affairs of library services.

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