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## EXPLORING MARKETING STRATEGY BY LIBRARIANS FOR ADVANCING THE USE OF LIBRARY RESOURCES AND SERVICES IN UNIVERSITY LIBRARIES IN SOUTH-SOUTH, NIGERIA

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### ABSTRACT

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This study investigates the application of two marketing strategies market development and market segmentation by librarians to promote library resources and services to both existing and new users in university libraries. A descriptive survey research design was employed, focusing on six federal and six state university libraries in South-South, Nigeria. The study population comprised 238 librarians, and data were collected from a sample of 382 registered library users via questionnaire. Hypotheses were tested at a 0.05 significance level. The findings revealed a low extent of application of market development strategy but a high extent of application of market segmentation strategy. Furthermore, a significant difference was found between the mean ratings of librarians and users regarding the perceived application of market development strategy. In contrast, there was no significant difference in their perceptions of the application of market segmentation strategy. The study concludes that while librarians effectively segment their user base, strategies to develop new markets and attract non-users are underutilized. It recommends that libraries actively broaden their user base through partnerships with academic departments, research institutes, and external communities. Initiatives such as mobile library services, collaborations with professional bodies, and enhanced off-campus access to digital resources are essential for market development. The study affirms the necessity of marketing for library growth and relevance, advising that effective market segmentation practices be sustained while significantly strengthening market development efforts.

**Keywords:** Marketing, Market Development, Marketing Strategy, Promotion, Market Segmentation, Utilization.

## Introduction

In this century, libraries are in a competitive position, and the need to reach a wider user base with its existing resources and services becomes imperative. As a result of increased competition, organizations all over the world are constantly looking for various ways in which they can grow. Libraries in this 21<sup>st</sup> century with the emergence of ICT and the proliferation of information which is considered a paradigm shift from traditional approach needs to adopt market development and market segmentation strategies for promoting the existing library resources and services to new users also grouping users based on shared characteristics to enable librarians better understand users needs. Libraries are established with the aim of providing information resources and services to meet user's information and knowledge needs. Meeting the information needs of users requires that library provides the actual information resources and services that will satisfy the needs of its users. Librarians need to find ways to promote services and resources to patrons as effectively as possible. Marketing approaches are used to communicate the availability and value of resources and services to target markets. Marketing in libraries is necessary to offer benefits to patrons, reduce barriers and increase 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 library.

Marketing strategies are techniques used by libraries to create awareness so as to attract and retain users to make effective use of information resources and services. Edom and Edom (2019) describe marketing strategy as laid down plan or principle that an organization adopts in order to sell its products and maximize profits. Libraries adopt marketing strategies to remain relevant in the competitive information age. For university librarians, it is essential to consider the different marketing strategies available for promoting information resources and services. This implies libraries should adopt various strategies to market their resources and services in order to gain relevance. Promotion includes utilizing persuasive information and services and communicating this information to target markets that are potential customers (Adegoke, 2015). Utilization of library resources and services simply means using library resources and services. However, utilization of information resources and services in this study refers to the practical and maximum use of library resources and services identified and accessed by users for the purpose of satisfying their information needs.

## Statement of the Problem

Libraries in this 21<sup>st</sup> century with the emergence of ICT and the proliferation of information which is considered a paradigm shift from traditional approach needs to adopt

market development strategy in promoting the existing library resources and services to new users, this is because libraries are in a competitive position and as a result of increased competition, organizations and libraries all over the world are constantly looking for various ways in which they can grow, therefore the need to reach a wider user base with its existing resources and services becomes imperative. Furthermore, because users respond differently to promotion, distributional communication, pricing and other variables there is need to adopt market segmentation strategy in which organizations divide large markets with differs interest into smaller segments that can be efficiently and effectively handled. This study therefore sets out to determine the extent of application of marketing development and market segmentation strategies by librarians for promoting the utilization of library resources and services in university libraries in South-South Nigeria.

## Purpose of the Study:

Specifically this study will determine the:

1. **Extent of application of market development strategy by librarians** for promoting the utilization of library resources and services in the university libraries in South-South, Nigeria.
2. **Extent of application of market segmentation strategy by librarians** for promoting the utilization of library resources in university libraries in South-South, Nigeria

## Research Questions:

This following research questions guided this study:

1. To what extent **is the market development strategy applied by librarians** for promoting the utilization of library resources and services in the university libraries in South-South, Nigeria?
2. To what extent **is the market segmentation strategy applied by librarians for** promoting the utilization of library resources and services in the university libraries in South-South, Nigeria?

## Methods:

The design that was adopted for this study is descriptive survey research design. The survey research design guided the researcher in the process of collecting, analyzing and interpreting data collected. The area scope of this study will cover university libraries in the South-South zone of Nigeria. The South-South zone is one of the six geo-political zones in Nigeria; it comprises of six states namely Akwa Ibom, Bayelsa, Cross River, Delta, Edo and Rivers states. The population of the study comprise of librarians and library users from six federal and six state

university libraries in South-South, Nigeria. The population comprised of 238 librarians and a sample size of 382 registered library users. The instrument for data collection used was questionnaire. Inferential statistics was adopted for the study.

### Literature Review

The literature review establishes a foundational understanding of marketing within the context of modern librarianship, followed by an examination of two core strategic approaches: market development and market segmentation.

### Marketing in Librarianship

Marketing in librarianship refers to activities through which information are transmitted to users. Marketing in libraries is necessary to offer benefits to patrons, reduce barriers and increase 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 library. Marketing is a central dimension of the entire library. It is the entirety of the library's operations and services seen from a point of view of its final result, that is, from the customer's point of view. To attract patrons, generate potential user awareness, and raise awareness of available services and resources, libraries need to find ways to promote resources and services to patrons as effectively as possible. As such, promotional approaches are used to convey the availability and value of services and resources to target markets (Helinsky, Webreck, Alman as cited in Yi 2021). Scholarly consensus positions marketing not as a peripheral activity but as an integral, user-centered philosophy underpinning all library operations. It is defined as a strategic management function essential for communicating value, reducing access barriers, and meticulously planning to satisfy user needs (Olorunfemi & Ipadeola, 2018; Yi, 2016). Its necessity is underscored by the axiom that library resources only derive value through use, making proactive promotion critical for relevance, funding, and institutional recognition (Gupta & Savard, 2010; Bhardwaj & Jain, 2016). Effective marketing transcends mere promotion, representing the entirety of services viewed from the patron's perspective to ensure alignment between provision and satisfaction.

### Market Development Strategy applied by Librarian

This strategy focuses on expanding the reach of existing library resources and services to new user groups or geographical areas. Market development strategy as a strategic plan can help a librarian to move available or existing information resources and services into the new areas such as faculty, administrative offices within the university, community where the university library is

located, expand their existing reach, or expand the use of their existing resources and services to new users. Hence, the benefits of libraries adopting the market development strategy includes increased use of library resources and services, increased number of new users, increased user engagement and increased library recognition. A market development strategy in libraries increases the reach and effect of existing library services by introducing them to new user groups. This plan ensures that more individuals may benefit from the library's services while also increasing the institution's visibility, relevance, and long-term viability. The literature outlines a suite of tactical activities essential for its implementation, including: conducting needs assessments to understand new patrons (Ifijeh & Yusuf, 2013); deploying targeted tutorials and orientation programs (Omeluzor et al., 2017); leveraging digital and social media platforms for outreach (Chu & Du, 2013); and fostering collaborative partnerships with academic departments (Iwhiwhu et al., 2010). Additional supportive measures involve enhancing physical accessibility through effective signage and space design (Nwalo, 2003), utilizing inter-library loans to extend collection reach (Issa et al., 2009), and employing multimedia channels for broader awareness (Tenopir, 2003) among others. The anticipated outcomes are increased user engagement, library visibility, and long-term institutional viability, positioning this strategy as vital for growth in a competitive information landscape. By combining physical orientation with virtual training, libraries can handle different learning preferences of library users to increase access and use. Assisting users in locating specific resources helps the users get accurate and relevant information. (Adetoro, 2010; Oyedum & Abdullahi, 2014). These activities are the reason why the researcher aim to determine the extent of application of market development strategy so that if gaps are found in these activities, it will be closed in order to identify new user groups and enable the library to develop new audiences and secure its role as an important institution. Market development strategy systematically focuses on attracting new users to optimize the library's existing resources by identifying distinct user groups and meeting the distinct information needs, hence the application of market segmentation strategy.

### Market Segmentation Strategy applied by Librarian

Market segmentation involves dividing a heterogeneous user population into smaller, homogeneous groups based on shared characteristics—such as academic status, demographics, or behavioral patterns to enable more efficient and effective service delivery (Kotler, 2000; Springer Link, 2018). Scholars advocate for its adoption in libraries to move beyond generalized services, arguing that it fosters a deeper understanding of diverse user needs (Rowley, 2016; Bhatt & Gupta, 2018). The documented benefits include enhanced service design, more focused and effective marketing communications,

optimized resource allocation, and ultimately, increased patronage and user satisfaction (Ifijeh & Iwu-James, 2019; Kotler & Keller, 2016). Practical applications cited in the literature range from creating dedicated physical spaces and setting differentiated lending policies for various user categories (Brown & Malenfant, 2020; IFLA, 2022) to designing tailored outreach, resources, and orientation programs for specific segments, including users with disabilities (ALA, 2021; Azubuike, 2025). The strategy is thus framed as a critical tool for enhancing relevance, competitiveness, and equitable service in the digital age. Libraries can also improve their ability to reach their target users, offer services, and cultivate a lively and involved library community by putting market segmentation techniques into practice by grouping their services

In synthesis, the literature frames both market development and market segmentation as complementary and essential components of a strategic marketing framework for university libraries. Market development drives expansion into new audiences, while market segmentation ensures services are precisely tailored to meet the distinct needs of those audiences, together forming a comprehensive approach to promoting resource utilization and securing institutional impact. All the strategies are necessary for promoting the utilization of learning resources and services. These activities are the reason the researcher intends to evaluate the extent of application of market segmentation strategy so that if gaps are found in these activities it will be closed in order to provide targeted service, allowing for the customization of service delivery to specific user groups which is key to enhancing the perceived value of the library among all user groups and strengthening its impact.

**Discussion of Results**

**Research Question 1**

To what extent **is the market development strategy applied by** librarians for promoting the utilization of library resources and services in the university libraries in South-South, Nigeria?

**Table 1: Mean ratings on the extent of application of market development strategy for promoting the utilization of library resources and services in the university libraries in South-South, Nigeria N=615**

S/N	Items on Application of Marketing Strategy	Librarians N=235 $\bar{X}$ (SD)	Library Users N= 380 $\bar{X}$ (SD)	Average Mean $\bar{X}$ (SD)	Remark
1	Conduct assessment to determine the information requirements of new users in order to encourage the utilization of library resources and services.	2.09(0.91)	2.28(0.78)	2.20(0.84)	LE
2	Implement programmes such as tutorials that align with the interests of new users to enhance the use of library offerings.	1.93(0.56)	1.33(0.79)	1.56(0.77)	LE
3	Leverage on social media such as Facebook, to engage new users and inspire them to take advantage of library resources and services.	2.24(0.43)	1.01(0.42)	1.47(0.73)	NA
4	Use signage to help new users easily find their way around the library.	3.59(0.46)	3.29(0.71)	3.41(0.63)	HE
5	Offer inter-library loan services for materials not found in the library to meet the needs of new users.	1.65(0.55)	1.69(0.91)	1.68(0.79)	LE
6	Incorporate multimedia channels such as radio to raise awareness	2.69(0.91)	2.09(0.74)	2.32(0.83)	LE

	and share information with new users.				
7	Collaborate with various departments and faculties to jointly host events aimed at enhancing awareness and utilization of library resources and services among new users.	1.60(0.56)	1.72(0.71)	1.98(0.66)	LE
8	Rebrand library resources to make them more appealing and boost their usage by new users.	2.24(0.42)	2.88(0.58)	3.01(0.56)	HE
9	Create tailored awareness messages to address the unique interests of new users.	2.59(0.47)	2.16(0.75)	2.32(0.68)	LE
10	Assist new users to search for library resources to guarantee the accuracy of the information required.	2.77(0.45)	2.64(0.55)	2.69(0.52)	HE
11	Organize orientation programmes for newcomers on how to find and utilize library resources and services.	1.69(0.91)	1.59(0.74)	1.63(0.81)	LE
12	Provide online training for new users on navigating databases and other library offerings.	3.09(0.93)	2.59(0.89)	2.73(0.77)	HE
<b>Cluster Mean Score</b>		<b>2.43</b>	<b>2.11</b>	<b>2.24</b>	<b>LE</b>

Based on the decision rule; Table 1, revealed that librarians apply market development strategy to a low extent. This is seen in an overall cluster mean score of 2.24. This implies a low extent of application of market development strategy for promoting the utilization of library resources and services in university libraries in South-South, Nigeria. It further reveals a systemic and concerning deficit in the strategic marketing orientation of university libraries in South-South, Nigeria. The "Low Extent" (LE) of application of this strategy signifies that these institutions are failing to implement positive, user-centered strategies to cultivate and expand their user base, particularly among new users. This low cluster mean score is not merely a statistical outcome but an indicator of a deeper operational and philosophical gap between traditional library service models and contemporary, market-aware approaches required in modern higher education environments. A detailed examination of the individual items unveils a pattern of strategic inconsistency and missed opportunities. The data suggest that libraries are disproportionately reliant on **passive, infrastructural, and point-of-need interventions** while neglecting **active, promotional, and relationship-building strategies**. This is evident in the higher mean scores for items such as "Use of signage to help new users" ( $\bar{X}_3=3.41$ , HE) and "Assist new users to search for library resources" ( $\bar{X}_3=2.69$ , HE).

These activities represent foundational, in-house service functions rather than deliberate market development tactics aimed at expanding awareness, attraction, and engagement of potential users beyond the library walls.

Conversely, strategies that constitute valid market development defined as identifying and penetrating new user segments or increasing the utilization of existing non-users are noticeably underutilized. The significantly low scores for items like leveraging social media for engagement ( $\bar{X}_3=1.47$ , NA), implementing interest-aligned tutorials ( $\bar{X}_3=1.56$ , LE), and collaborating with academic departments for joint awareness events ( $\bar{X}_3=1.98$ , LE) are particularly evident. These strategies require efficient outreach, inter-departmental collaboration, and an understanding of user personal information needs, all of which appear underutilized. The marked discrepancy in perception between librarians and users for item 2 (social media), where librarians' rating (2.24) is more than double that of users (1.01), indicates a profound misalignment. Librarians may perceive they are engaging sufficiently, while users report near non-existence of such efforts, highlighting a significant communication and implementation gap.

The moderately high score for "Rebranding of library resources" ( $\bar{X}_3=3.01$ , HE) presents an inconsistent finding. This suggests that while a **shift is recognized as necessary**, the absence of **incorporated low-score promotional strategies** such as social media campaigns collaborations, and tailored messaging **limits rebranding to an in-house activity**. Similarly, these efforts **often fail to achieve meaningful market access** or the potential users. Similarly, while "Provide online training" scores relatively well ( $\bar{X}_3=2.73$ , HE), its impact is likely limited to users already within the library's orbit, rather than serving

as a tool for market expansion. The consistently low application of strategies such as conducting needs assessments ( $\bar{X}_3=2.20$ , LE), offering inter-library loans as a user attraction tool ( $\bar{X}_3=1.68$ , LE), and organizing orientation programs ( $\bar{X}_3=1.63$ , LE) points to a **reactive service paradigm**. This model neglects the essential marketing research steps of understanding the new user segments, adapting services like inter-library loan as a key selling point and targeted orientation as a critical first touch point for user retention.

**Research Question 2**

To what extent is the market segmentation strategy applied **by librarians** for promoting the utilization of library resources and services in the universities libraries in South-South, Nigeria?

**Table 2: Mean ratings on the extent of application Segmentation strategy applied for promoting the utilization of library resources and services in the university libraries in South-South, Nigeria. N=615**

S/N	Items on application of Marketing Strategy	Librarians N=235 $\bar{X}$ (SD)	Library Users N= 380 $\bar{X}$ (SD)	Average Mean $\bar{X}$ (SD)	Remark
13	Establish distinct reading areas for various groups such as top management	3.69 (0.91)	2.93 (0.86)	3.31(0.90)	HE
14	Establish distinct reading areas for various groups such as postgraduate students	2.60 (0.67)	2.98 (0.63)	2.79(0.65)	HE
15	Establish distinct reading areas for various groups such as undergraduate students	3.24 (0.73)	2.98 (0.69)	3.11(0.71)	HE
16	Seek for information from the users to determine their specific information needs.	2.29 (1.01)	1.98 (0.99)	2.14(1.00)	LE
17	Deliver outreach services to various online user groups within the university community.	2.06 (0.70)	2.28 (0.72)	2.17(0.71)	LE
18	Supply resources and services tailored to users from diverse social and cultural backgrounds.	3.69 (0.91)	2.66 (0.82)	3.18(0.88)	HE
19	Deliver resources and services to distinct user groups based on their hobbies and interests.	3.60 (0.56)	2.85 (0.75)	3.23(0.69)	HE
20	Supply specialized resources and services for specific groups such as faculty members and students.	2.76 (0.88)	2.72 (0.79)	2.74(0.83)	HE
21	Establish different lending privileges for various user categories, such as undergraduates	3.09 (0.95)	2.53 (0.74)	2.81(0.87)	HE

22	Establish different lending privileges for various user categories, such as postgraduates	3.63 (0.66)	2.85 (0.73)	3.24(0.71)	HE
23	Organize orientation programmes for distinct groups, such as newly admitted students.	1.24 (0.63)	1.01 (0.72)	1.13(0.68)	VLE
24	Organize orientation programmes for distinct groups, such as newly employed staff.	1.29 (0.66)	2.29 (0.71)	1.77(0.71)	LE
25	Provide unique resources and services for individuals with physical disabilities.	3.76 (0.45)	2.71 (0.52)	3.24(0.51)	HE
<b>Cluster Mean Score</b>		<b>2.84</b>	<b>2.52</b>	<b>2.68(0.77)</b>	<b>HE</b>

Based on the decision rule; Table 2 reveals that librarians apply market segmentation strategy to a high extent. This is seen in an overall cluster mean of 2.68. This implies a high extent of application of market segmentation strategy for promoting the utilization of library resources and services in the university libraries in South-South, Nigeria. Libraries demonstrate proficiency in structural and administrative segmentation, such as creating distinct reading areas, setting lending privileges, and offering specialized resources for groups like postgraduates or individuals with disabilities (mean scores: 2.74 to 3.31). However, they exhibit a significant deficit in the strategic, engagement-based components of segmentation. Key failures include: Inadequate Market Research: Low implementation of systematic needs assessment mean score of 2.14, suggesting segmentation is based on assumption rather than evidence; weak outreach: Critically low scores for segmented orientation programs with means score of 1.13 to 1.77 and online outreach mean score of 2.17, indicating a poor effort in communicating tailored services to specific user groups. A consistent discrepancy where librarians rate their own performance significantly higher than users perceive across several services implies an overestimated effectiveness or poor communication of services.

**Discussion of Findings**

The findings from this study reveal a significant disconnect between the infrastructural capacity of university libraries in South-South Nigeria and their strategic application of core marketing principles. While with an evident based result, it suggests engagement with segmentation. The study revealed that a high extent of application of market

segmentation strategy but a low extent of application of market development strategy. This discrepancy is evident from the result, which shows that the higher score for segmentation largely reflects the implementation of administrative and physical demarcations such as distinct reading areas, tiered lending privileges, and specialized sections (e.g., for postgraduates or individuals with disabilities). As underscored by Gupta and Jambhekar (2022), true market segmentation in libraries must go beyond simple user categorization; it requires an understanding of user needs, behaviors, and information preferences. The study reveals a critical shortfall in this regard, as evidenced by the low score for actively seeking user information to determine needs. This aligns with the observations of Olorunfemi and Ojo (2021), who noted that many university libraries in developing economies segment users demographically or by status but fail to leverage psychographic or behavioral data, resulting in services that are available but not necessarily resonant or effectively promoted.

Simultaneous, the poor application of market development strategies such as leveraging on social media, collaborative events with faculties, and tailored orientation programs signals a failure to actively cultivate new markets or increase usage among non-users. This finding is consistent with the work of Okorie and Nwalo (2019), who argued that Nigerian academic libraries often operate under a "build-it-and-they-will-come" paradigm, focusing on collection development and passive service points while neglecting aggressive outreach and promotion. The profound gap between librarians' and users' perceptions of social media engagement item 3 exemplifies this disconnect, suggesting marketing efforts are either ineffective or not reaching their intended audience, a

problem highlighted by Chigbu and Ezeani (2020) in their study on digital outreach in African universities. The data consistently show libraries standing out in passive, directional services (e.g., directional signage, in-person search assistance). This strengthens an active service paradigm. As posited by Rowley (2020), contemporary libraries must transition from being mere repositories to becoming dynamic, engaged partners in the academic community. This requires moving from transactional interactions that is from "helping a user find a book" to transformational relationships "embedding library resources into the curriculum and research lifecycle". The low mean scores for segmented orientation programs and online group outreach are particularly consequential. Orientation is a major market development and segmentation tool that create good opportunity to communicate tailored value plans to potential new users. This supports the arguments of Aharony (2021), who emphasizes that effective library marketing is not about random events but about integrated communication strategies that meet users at their points of information need. The absence of such systematic strategy likely contributes to a low value and underutilization of library resources and services.

### Implication

The finding implies that market development strategies, such as reaching new user groups or expanding access, are not strongly applied in university libraries in South-South Nigeria. This highlighted a limitation in how libraries are positioning themselves to attract non-traditional users or extend their relevance to a wider community, which could restrict their overall growth and influence. Also, finding implies that market segmentation strategies are relatively better applied, with both librarians and users acknowledging their effectiveness. This suggests that libraries are making some progress in tailoring services to specific groups of users, though sustaining and expanding this strategy will be vital for increasing utilization in the long run.

### Conclusion

This study set out to investigate the extent of application of market development and market segmentation strategies for promoting the utilization of resources and services in university libraries in South-South, Nigeria. The findings reveal a complex and somewhat paradoxical landscape. While libraries demonstrate an overall "High Extent" of application of market segmentation strategy, however, they exhibit a significant and systemic deficit in the proactive application of market development strategies, which was rated at a "Low Extent."

The core conclusion drawn from this analysis is that university libraries in the region are trapped in a transitional phase, caught between a traditional, product-

oriented custodial model and the demands of a modern, user-centered marketing paradigm. The proficient application of structural segmentation evidenced by distinct reading areas, differential lending policies, and specialized sections indicates an institutional recognition of a diverse user community. However, this segmentation remains largely administrative and static. It is critically undermined by the absence of its strategic underpinnings: systematic market research to understand user needs, targeted communication to promote tailored offerings, and proactive outreach to cultivate new user segments.

The stark underutilization of market development strategies confirms this inertia. Libraries are failing to actively penetrate new markets or re-engage dormant users. Their reliance on passive, point-of-need services (like signage and in-person assistance) and their neglect of active promotional tools (like social media, collaborative faculty events, and segmented orientation programs) perpetuate a reactive service cycle. The significant perception gap between librarians and users further entrenches this problem, suggesting that library professionals may overestimate the effectiveness and visibility of their services due to a lack of robust feedback mechanisms. Therefore, the collective findings underscore a critical implementation gap. The libraries possess the conceptual awareness and some infrastructural elements of strategic marketing but lack the integrated, outward-focused, and communicative practices necessary to transform these elements into a dynamic engine for growth and relevance. This gap has direct implications for the perceived value and utilization of library services within the competitive academic information environment.

To secure their vital role as partners in teaching, learning, and research, these libraries must undergo a theoretical and operational shift. This entails moving beyond segmentation as mere physical demarcation to embrace it as a continuous process of user understanding and engagement. It demands that market development ceases to be an afterthought and becomes a core strategic priority, driving efforts to reach, attract, and retain users. Furthermore, it requires a committed transition from a passive, collection-centric institution to an active, user-centric organization that strategically markets its invaluable resources and services to ensure their maximum utilization and impact in the university libraries in South-South, Nigeria

### Recommendations

Based on the conclusion and the detailed findings, two primary recommendations are proposed to address the critical implementation gap identified in the study:

Develop and Implement an Integrated Strategic Marketing Strategy. University libraries must transition from ad-hoc,

infrastructural adjustments to a holistic marketing strategy. This plan should explicitly integrate market development and market segmentation into a coherent framework. It should mandate systematic, ongoing user needs assessments (e.g., through surveys, focus groups, and usage analytics) to inform both the creation of tailored services and the design of proactive outreach campaigns. Crucially, the plan must prioritize high-impact, low-application activities identified in the study, such as structured, segmented orientation programmes for all new students and staff, and proactive digital engagement via social media and online communities. This plan should be formally endorsed by library and university leadership, with allocated resources and clear performance indicators to move from a reactive to a proactive service paradigm.

Connect the Perception Gap through Systematic Communication and Assessment. Libraries must institutionalize mechanisms to align librarian perceptions with user experiences. This involves establishing a continuous feedback loop that includes regular user satisfaction surveys, usability testing of services, and monitoring of engagement metrics on promotional channels. Furthermore, libraries should invest in marketing and communication training for librarians, focusing on digital literacy, promotional content creation, and the principles of targeted communication for different segments. To ensure accountability and strategic alignment, a portion of library performance evaluations should be linked to user-centric outcomes and the successful execution of targeted outreach initiatives, thereby fostering a cult

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