

Full Length Research

Marketing Information in Academic Information Centers

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This research effort was directed towards application of marketing concept in non-profit organizations, with specific attention to academic information centers. The study elaborates the meaning and development stages of the marketing concept in business organizations. Also, it investigated the processes of adopting and implementing the marketing concept in organizations generally and its application to academic information centers. The problems associated with adoption and implementation of the marketing concept in organizations and academic information centers was included. However, the study discovered that marketing behavior is inherent in both profit and non-profit organizations, particularly, in academic information centers. The researchers concluded the investigation by proposing some recommendations for the full introduction of the marketing concept for the effective operations of the academic information centers.

Keyword: Information Science, Market, Marketing Concept, Information Product, Information Resources, Information Centre.

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INTRODUCTION

Technological developments are changing the nature of the information marketplace in which information centers operate (Rowley, 2001). In the face of rapid change, stakeholders and players in that marketplace (public, academic and workplace information centers need to form new strategic alliances, evolve new products, rethink their services, and in general, manage changing relationships between suppliers and customers. If organizations in the information marketplace are to survive and flourish, they need to be confident about their mission and role, and to be continually alert to technological, economic, political and social factors that are reshaping the context in which they seek to serve users, contribute to communities, to attract and retain customers, and establish and maintain relationships with other organizations. In such an environment, suppliers (information centers) need to employ the full armory of

marketing concept. Information centers are involved in marketing whether or not they are conscious of it (Kotler, 2005). They are involved in various markets and use certain operating principles in dealing with each market. Information centers operate in students, staff, researchers and board of directors (parent-body) and the general public markets. Now the issue is not should or should not information centers get involved in marketing, but rather how aggressive they should be at it.

At the heart of marketing practice and theory is the 'marketing concept'. An organization that embraces the marketing concept tries to provide products that satisfy customer needs through a coordinated set of activities that also allow the organization to achieve its goals. Dibb *et al.*, (2004) argues that customer satisfaction is the major aim of the marketing concept. The marketing concept should affect all areas and

activities of the organization and not just promotional activities. Marketing needs to permeate the organization, it should influence operational, tactical and strategic decision-making and actions.

Information

Giving satisfactory definition of the concept "information" is difficult as it has been viewed from several perspectives. However, three meanings of information are distinguished: Information as a process, information as knowledge and information as a thing. The researchers viewed information as-a-process of informing, communicating of the knowledge or news of some fact or occurrence, the action of telling or fact of being told of something. Information-as-knowledge is the knowledge communicated concerning some particular fact, subject, or event. While information-as-a-thing refers to objects, such as data and documents which have the quality of impacting knowledge or communicating something instructive. A layman's definition of information is any intelligent data that has been organized into a meaningful form to facilitate decision making. Buckland (2008) advance that information could be intangible and tangible, and gave data, text, documents, object events as examples of the later. The term information had also emerged as a vital resource for organizational decision-making process. Without information organizations cannot survive the "information" in which we exist.

Information Centre

An information center is a purposeful coalescence of people, information resources, and facilities for the management and dissemination of information to users. It is a system that acquires, processes, stores and provides access to information resources. Information centers are custodians of a nation's cultural heritage. Information centers have the sole responsibility to manage and see to the utilization of information in any society. The proper management and utilization of information by the citizens, organizations and government of a nation accounts for its development.

Market

The term market to a layman may mean a specific place where products are displayed and purchased. In business, market is viewed differently. Kotler (2005) defines market as a distinct group of people and/or organizations that have resources which they want to exchange, or might conceivably exchange for distinct benefit. The word market is related to the word public. A public is any group that has an actual or potential interest or impact on an organization.

Marketing

Organizations in the information marketplace have a wide range of prior levels of experience with marketing. Marketing is an interpersonal or inter-organizational relationship involving an exchange (a transaction) Stanton (2002). The Chartered Institute of Marketing view marketing as the management process which identifies anticipates and supplies customer requirements efficiently and profitably. Marketing is a human activity geared towards the deliberate identification of definite needs and creating products to satisfy those needs through an exchange process. It should be noted that both profit-making and non-profit organizations are involved in marketing at one level or the other.

Marketing Concept

Marketing concept is the 'heart' of all marketing planning and practice. It is the philosophy or belief of marketing actions and activities. The father of marketing, Kotler (2005), defines marketing concept as consumers' needs orientation backed by integrated marketing aimed at generating consumer satisfaction as the key to achieving organizational goals. It is the belief of marketing that assumes that all organizational planning and operations should be customer-oriented. The satisfaction of the customers' needs and expectations by an organization while achieving its goals is the justification for its survival and continual existence in its marketplace

STATEMENT OF THE PROBLEM

In a write-up titled 'user-focus in the academic library' by Reg Carr (2001) observes that users have not always been at the center of the practitioner's professional attention. It was not until 1980s that the 'customer-oriented' ethos of the services industries really made serious in-roads into the traditional information centers. Until then, the emphasis in those more 'traditional information centers tended to be placed more overtly on collections (rather than on ease of use), and on rules and regulations (rather than on what users wanted). Although the world is changing, but 'old habits die hard', and even now most information workers mistakenly think that their centers exist primarily to provide them with employment, rather than first and foremost to serve their users. In support of the aforementioned, Kotler (2005) said that non-profit organizations, in particular, academic information centers, are facing marketing problem of not being able to maintain demand for their services. Reg Carr (2001) confirms this view when he assert that with the advent of electronic resources and its consequential changes in the information seeking habits and expectations of students and scholars generally, is gravely impacting on the traditional information centers.

This marketing problems is not experienced only in the developed world but also in the developing countries, specifically, Nigeria. It was confirmed by Affia (2003) as he rightly mentioned that 'from the annual reports of some university libraries, increase in the volumes and titles assembled does not have a corresponding increase in use even when membership of staff and students is on the increase'. Also from the researchers' observation, we discovered that students, scholars and researchers consult the internet first when seeking for information, especially current information.

While some, at least, saw the development of a global electronic access to information as a threat to the very future of the physical information centers, others rightly saw it as an opportunity to rethink, and to fashion their information services according to what their users needed in what had become, for the first time, a fast-changing information environment. This is, certainly, an ugly situation for our academic information centers, tertiary institutions and educational sector in general. Could it be that academic information center do not adopt marketing concept in their operations. This work is aimed at providing the necessary framework for the adoption and implementation of marketing concept in academic information system. The thoughtful and aggressive utilization of the marketing concept will enhance the process of rethinking information services in the "Google generation". The purpose of this research is:

To examine if information centers adopt marketing concepts.

To examine if information centers implement marketing concepts

To examine the problems information centers encounter in adopting and implementing marketing concepts

Marketing, far from being a management tool of exclusive interest to business establishments, has great relevance to the problems and challenges facing the nonprofit organizations, particularly, academic information centers (Rowley, 2001). Academic information centers are invariably involved in marketing, whether or not they are conscious of it or not much is devoted to marketing of services in available literature on marketing. However, the researcher will endeavor to review the subject of marketing concept from the perspective of non-profit organization bearing in mind that the basic concepts of the marketing discipline are the same for profit and non-profit organization. The purpose of this work is to review the marketing concept as applicable to non-profit organizations topically under the following headings: historical development of marketing and the marketing concept, meaning of marketing concept, adoption and implementation of marketing concept in organization (generally), problems in implementing marketing concept in organizations (generally), marketing concept in

academic information centers, adoption and implementation of marketing concept in academic information centers, and problems in implementing marketing concept in academic information centers.

Historical Development of Marketing

Marketing develops as a society and economy develop. The need for marketing arises and grows as society moves from an economy of agricultural and individual self-sufficiency to an economy built around division of labor, industrialization, and urbanization, (Stanton, 2004). In an agrarian or backwoods economy, the people are largely self-sufficient. They grow their own food, make their own clothes and build their own houses and tools. There is no marketing because there is no exchange. As time passes, however, the concept of division of labor begins to evolve. People concentrate on producing the items that they produce best. This results in their producing more than they need of some. Items and less than they need of others. Whenever people make more than they want or want more than they make the foundation is laid for trade, and trade (exchange) is the heart of marketing.

At first the exchange process is a simple one. The emphasis is largely on the production of basics, which usually are in short supply. Little or no attention is devoted to marketing, and exchanges are very local—among neighbors or perhaps among neighboring villages. In the next step in the evolution of marketing, small producers begin to manufacture their goods in larger quantities, in anticipation of future orders. Further division of labor occurs, and a type of business develops to help sell the increased output. This business, which acts as an intermediary between producers and consumers is called a middleman. To facilitate communication and buying and selling, the various interested parties tend to settle near each other. Trading centers are thus formed. Some nations are today going through these earlier stages of economic development.

Modern marketing in the US was born with the industrial revolution. Concurrent with, or as a by-product of the industrial revolution, there was a growth of urban centers and a decline in rural population. Home handicraft operations moved into factories, and people came to the cities to work in the factories. Marketing remained an infant during the last half of the 19th century and the first two decades of the 20th century. Emphasis was on the growth of manufacturing enterprises, because the market demand generally exceeded the available supply of products. Since about 1920, however, this situation has been reversed, and supply generally has exceeded demand. Thus the stage was set to shift the spotlight from production to marketing.

Present-Day Importance of Marketing

Today most nations-regardless of their degree of economic development or their political philosophy are recognizing the importance of marketing (Kotler, 2004). Economic growth in developing nations depends greatly upon those nations' ability to develop effective distribution systems to handle their raw materials, and upon their agricultural and industrial output. Even countries with some major state-owned industries (Great Britain, Sweden, and Italy) are looking to modern marketing practices as a way to improve their economic health. And communist countries (Russia and other Eastern European nations) are using advertising, pricing, and other marketing activities to improve their domestic distribution systems and to compete more effectively in international trade. Therefore marketing is being employed as a competitive tool in the international marketplace by nations.

Before dealing with marketing concept, which is the hub of this research, I feel it is necessary to familiarize ourselves with the terms market and marketing. This is obvious because without a market there would not be marketing neither can you talk of marketing concept. What then is "market". Kotler (2005) defined market as a distinct group of people and/or organizations that have resources which they want to exchange, or might conceivably exchange for distinct benefits. From the point of view of an organization, a market is a potential arena for the trading of resources for an organization to operate; it must acquire resources through trading other resources. The organization goes to the financial market to obtain capital, to the labor market to obtain employees, to the raw material market to obtain raw materials, to the construction market to obtain plant, to the buyer market to obtain customers, and so on. In each case, it must offer something to the market to receive in return the resources it seeks.

Marketing

The term marketing has been defined by several writers from various angles. Baker (2006) says, the enigma of marketing is that it is one of man's oldest activities and yet it is regarded as the most recent of the business disciplines. Therefore we shall consider a few of early and modern definitions of marketing. Kotler (2009), the acclaimed "father of marketing", views marketing as the set of human activities directed at facilitating and consummating exchanges. Kotler (2005) observes that marketing is the analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives.

Kotler (2004) also defines marketing as the human activity directed at satisfying needs and wants through an

exchange process. In the same vein, Levitt (2003) advances that marketing is to create and keep a customer. As if Kotler (2004) wants to add to his earlier definitions of marketing, proposes that marketing is the business function that identifies current unfilled needs and wants, defines and measures their magnitude, determines which target markets the organization can best serve, and decides on appropriate products, services, and programs to serve these marketing. Thus marketing serves as the link between a society's needs and its pattern of industrial response. Again, Kotler (2009) gives a recent definition of marketing as a social and managerial process by which individuals and groups obtain what they need and want through creating and exchanging products and value with others. The Chartered Institute of Marketing (London) proposes that marketing is the management process responsible for identifying, anticipating and satisfying customer's requirements profitably. While the American Marketing Association opines that marketing is the process of planning and executing the conception, pricing, promotion and distribution of ideas, goods and services to create exchange and satisfy individual and organizational objectives.

These definitions embed a number of key aspects of marketing. Firstly, marketing is a 'business process', and as such needs to be executed, which requires time and resources. Secondly, marketing is about meeting customer requirements. Thirdly, marketing meets the organization's objectives by assisting the organization to fulfill customer requirements efficiently and profitably. Fourthly, marketing is an exchange process, which may be very straight-forward. Fifthly, marketing applies to ideas, goods and services, referred to by the generic term 'product'. Lastly, marketing means the selection of target markets rather than a quixotic attempt to win every market and be all things to all men.

Evolution of Marketing Concept

People have offered different speculations as to when some business firms started to apprehend the marketing concept. Peter Drucker (2003) thinks the marketing concept was first grasped in the 17th century and in Japan, not in the West. Marketing concept was invented in Japan around 1650 by the first member of the Mitsui family to settle in Tokyo as a merchant and to open what might be called the first department store. He anticipated by a full 250 years basic sears, Roebuck policies: to be the buyer for his customers, to design the right products for them, and to develop sources for their production, the principle of your money back and no questions asked, and the idea of offering a large assortment of products to his customers rather than focusing on a craft, a product category, or a process.

Drucker then suggests that marketing appeared in the West in the middle 19th century at the International

Harvester Company, USA. The first man in the West to see marketing concept clearly as the unique and central function of the business enterprise, and creation of a customer as the specific job of management was Cyrus H. McCormick (1809-1884). The history books mention only that he invented a mechanical harvester. But he also invented the basic tools of modern marketing: market research and market analysis, the concept of market standing, pricing policies, the service salesman, parts and service supply to the customer, and its credit.

Though the marketing concept was first grasped in the 17th century Japan, it was formerly formulated in the 1950s in the context business firms (Kotler 2005). Since then, it has gone through many expositions, refinements and extensions. Its applicability to all organizations (profit and nonprofit) is increasingly being recognized. The marketing concept was formulated as an alternative to previous and prevailing orientations of business. The modern organization has passed through a product orientation, production orientation, sales orientation, and most recently marketing orientation stages. Let us briefly examine each of these stages.

Product Quality Orientation

This refers to a business orientation where the focus is on quality of the product, and consumers are assumed to seek the highest level of quality for their money. Consequently, quality of product and not the customer's need-satisfaction determines the firm's planning and activities.

Production Orientation

The business orientation here emphasizes on making products that are affordable and available, price is seen as differentiating factor between products, and customers are assumed to buy the cheapest product (Rowley, 2001). As a result, the production of products and making them available at cheap prices determines all company's planning and efforts.

Sales Orientation

The assumption is that consumers are reluctant to purchase, and therefore need encouragement, and products are pushed towards them through aggressive advertisement. Here the selling of the product is the main issue in the organization's agenda.

Marketing Orientation

In this stage, organizations embrace the idea of coordinated marketing management directed toward the twin goals of customer orientation and profitable sales volume. Attention is focused on marketing, rather than on selling. Also integrated marketing is introduced into each

step of the company's operations. Marketing usually influence all short-term and long-term company policies.

Meaning of Marketing Concept

Marketing concept had been defined by several writers. Kotler (2005) observes that marketing concept is a consumers' needs orientation backed by integrated marketing aimed at generating consumer satisfaction as the key to satisfying organizational goals. Again Kotler(2004) proposes that marketing concept holds that the key to achieving organizational goals consists in determining the needs and wants of target markets and delivering the desired satisfactions more effectively and efficiently than competitors. Stanton (2004) view marketing concept as a philosophy of business that states that the customers' want satisfaction is the economic and social justification for a firm's existence. Consequently, all company activities must be devoted to finding out what the customers want and then satisfying those wants, while still making long run. The marketing concept is founded upon three solid pillars-consumer's need orientation, integrated marketing and consumer satisfaction. Let us explain briefly what these means.

Consumers' Orientation Needs

The marketing concept calls for a basic reorientation of the company from looking inward toward its products to looking outward toward the consumers' needs. In a competitive market according to Abdulsalami and Abdulsalami (2013) selling focuses on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product into cash, marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating delivering and finally consuming it. The call for a consumer orientation has been expressed in many different ways:

1. We are not the boss, the consumer is
2. What the consumer wants, the consumer gets.
3. The customer is at the top of the organization chart.
4. We prefer a franchise over a market to a franchise over a market to a franchise over a plant.
5. Look at the company through the customer's eyes.

Consumers' needs orientation tends to remind organizations that instead of trying to market what is easiest for us to make, we must find out much more about what the consumer is willing to buy. In other words, we must apply our creativeness more intelligently to people, and their wants and needs, rather than to products.

Integrated Marketing

The second pillar of the marketing concept is integrated marketing. Many organizations agree that a major purpose of an organization is to serve customers, but they fail nevertheless to take the necessary organizational steps to implement the marketing concept. Integrated marketing means that the various departments in the organization recognize that the actions they take, and not just the action of the sales and marketing personnel, have a profound effect on the organization's ability to create, retain, and satisfy customers. Some means must be developed to coordinate the customer impacts of all the departments. This can be accomplished partly by educating other departments to "think customer" and partly by setting up liaison committees to solve interdepartmental coordination problems.

Consumer Satisfaction

The third pillar in the marketing concept is that the telling factor in the organization's long-run success is the amount of it generates in its customers and publics. To the extent that consumers are able to choose among sellers, they will give their greatest support and loyalty to the seller who gives them the most satisfaction. Therefore the seller must strive to help consumers solve their real problems in a better way than competitors.

Societal Marketing Concept

In recent years, some people have raised the question of whether the marketing concept is an appropriate organizational goal in an age of environmental deterioration, resource shortages, explosive population growth, worldwide inflation, and neglected social services. The question is whether the firm that does an excellent job of sensing, serving, and satisfying individual consumer wants is necessarily acting in the best long-run interests of consumer and society. Kotler (2004) observes that marketing concept sidesteps the potential conflicts between consumer wants, consumer interests, and long-run societal welfare. As a result of several criticisms leveled against the marketing concept, there arose a call for a new concept to revise or replace the marketing concept. Among the proposals are 'the human concept', the 'intelligent consumption concept' and 'the ecological imperative concept', all of which get at different aspects of the same problem. The new concept proposed is being called "the societal marketing concept".

Kotler (2005) advances that the societal marketing concept is a consumers' needs orientation backed by integrated marketing aimed at generating consumer satisfaction and long-run consumer welfare as the key to satisfying organizational goals. As knowledge grows, Kotler (2004) submits that the societal marketing concept

holds that the organizations task is to determine the needs, wants, and interest of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that preserves or enhances the consumers' and the society's well-being. The societal marketing concept calls upon organizations to considerations in setting their marketing policies, namely company profits, consumer want satisfaction, and society interests. Originally, companies based their marketing decisions largely on immediate profit calculations. Then they began to recognize the long-run importance of satisfying consumer wants, and this introduces the marketing concept. Now they are beginning to factor in society's interests in their decisions making.

Stanton (2004) comments that it is increasingly obvious that marketing executives must act in a socially responsible manner if they wish to succeed, or even survive. He further argues that this stage of the development of marketing concept be tagged a "survival" stage or "human-orientation" period-a time a which there is growing concern for the management of human resources in marketing. There is a change in emphasis from materialism to humanism in our society. One mark of an affluent, economically well-developed society is a shift from consumption of products to consumption of services, and a shift in cultural emphasis from things to people. Marketing management (marketing concept in action) must be concerned with creating and delivering a better quality of life, rather than only a material standard of living. A good example that seriously caused agitations for a new concept (societal marketing concept) is illustrated in this statement 'the detergent industry catered to the American passion for whiter clothes by offering a product that polluted rivers and streams, killed fish, and injured recreational possibilities'.

Adoption of Marketing Concept in Organizations

Kotler (2005) proposes that adoption of the marketing concept otherwise called marketing orientation, amounts to a whole new attitude toward the organization's various markets (publics) and missions. It is the thoroughgoing adoption of this new orientation that produces the major benefits of better survival and growth for the organization and satisfaction for its customers. Stanton (2004) opines that the marketing concept calls for a management reorientation regarding what business an organization is in. Many organizations view marketing as essentially a tactical activity to help the organizations improve its effectiveness in attracting resources and customers, Kotler (2005). They think that this job is accomplished by adding a marketing director and a small staff who carry out the necessary planning and doing. Their thinking is that this staff can be added and be effective without making any changes in the rest of the organization. The organization continues to produce the same products and

services same customers and the job of the marketing staff is to help promote or sell them.

Typically, when an executive is asked, "what business are you in?" the answer is, "we make this", or "we sell that". These executives must start thinking in terms of what benefits they market-what needs (wants) that are satisfying. For organizations to adopt marketing concept into their operations, they must first be responsive to the idea of marketing. If an organization is unresponsive, the marketing concept can-not infiltrate into it. Kotler (2005) affirms that this view of marketing is of course wrong. He further argues that if marketing is to be effective, it calls for more than a new function or department. It calls for a new orientation for the organization. Marketing is more than a set of ad-on activities. The highly responsive organization, according to Kotler (2005) will be identified with the following characteristics.

1. It shows a keen interest in learning about the needs, perceptions, preferences, and satisfaction of its constituents and relies on systematic information-collection procedures such as formal opinion surveys and consumer panels.
2. It encourages its constituents to submit inquiries, complaints, suggestions, and opinions and creates formal systems to facilitate this, such as suggestion boxes, comment cards, ombudsmen, and consumer committees.
3. It sifts the incoming information and takes positive steps where it called for to adjust products, services, organizational policies, and procedures.

Stages in Adopting Marketing Concept

In spite of resistance in many quarters, companies eventually manage to build up the marketing function in their organization. Kotler (2004) believes that for a typical company, marketing enlightenment tends to pass through five stages. These stages are described and illustrated for the banking industry in USA. Before the mid-1950s, bankers had little understanding or regard for marketing. Banks were supplying needed services. Bankers did not have to make a case for checking accounts, savings, loans, or safe-deposit boxes. The bank building was created in the image of a Greek temple, calculated to impress the public with the bank's importance and solidity. The interior was austere, and the tellers rarely smiled. This was the bank's posture before the age of marketing.

Stage 1: Marketing is advertisement, sales promotion, and Publicity: Marketing came into banks in the late 1950s, not in the form of the "marketing concept" but in the form of the "advertising and promotion concept". Banks and other financial institutions were experiencing increased competition for savings. A few financial

institutions decided to adopt the marketing weapons of the soap companies. They increased their budgets for advertising and sales promotion and managed to attract many new customers.

Stage 2: Marketing is smiling and a friendly atmosphere: The banks that first introduced modern advertising and promotion soon found their advantage canceled by the rush of imitators. They also learned another lesson. Attracting people to a bank is easy; converting them into loyal customers is hard. These banks began to formulate a larger concept of marketing, that of trying to please the customer. Bankers had to learn to smile. The tellers had to be retrained. The bars had to be taken off the tellers' windows. The interior of the banks had to be redesigned to produce a warm, friendly atmosphere. Even the outside Greek- temple architecture had to be changed. The first banks to implement these changes began to outperform their competitors in attracting and holding new customers. Their competitors, however, quickly figured out what was happening and rushed into similar programs of friendliness, training and decor improvement. Soon all banks were so friendly friendliness lost its potency as a determinant factor in bank choice.

Stage 3: Marketing is innovation: Banks had to search for a new differential advantage. Some banks began to realize that they are in the business of meeting the evolving financial needs of their customers. These banks began to think in terms of continuous innovation of new and valued customer services; such as credit cards, Christmas savings plans, and automatic bank loans. Bank of America, for instance, today offers over 350 financial products to customers. A successful innovation provides the innovative bank with a competitive lead. Financial services, however, are easily copied, and advantages are short-lived. But if the same bank invests in continuous innovation, it can stay ahead of the other banks.

Stage 4: Marketing is positioning: What happens when all banks advertise, smile, and innovate? Clearly they begin to look alike. They are forced to find a new basis for distinction. They begin to realize that no bank can be the best bank for all customers. No bank can offer all products. A bank must choose. It must examine its opportunities and "take a position" in the market. Positioning goes beyond image making. The image-making bank seeks to cultivate an image in the customer's mind as a large, friendly, or efficient bank, yet the customer may see the competing banks as basically alike, except for the chosen symbols. Positioning is an attempt to distinguish the bank from its competitors along real dimensions in order to be the preferred bank to certain segment of the market. Positioning aims to help customers know the real differences between competing banks, so that they can match themselves to the bank

that can provide them with the most satisfaction of their needs.

Stage 5: Marketing is marketing analysis, planning and control: There is a higher concept of bank marketing, which represents the ultimate essence of modern marketing. The issue is whether the bank has installed effective systems for marketing analysis, planning, and control. One large bank, which had achieved sophistication in advertising, friendliness, innovation, and positioning, nevertheless lacked good systems of marketing planning and control. The banks should put in place a system to measure the potentials of its various markets, requisite marketing plans, set quotas, and develop appropriate reward systems.

Implementation of Marketing Concept in Organizations

Berry and George (2008) notes that marketing is inherent in organizations, and so it follows that the appropriate question is not whether the organization will practice marketing or not, but whether it will practice it well or poorly. Thus, although marketing itself is unavoidable to the organization, the effective practice of marketing requires special efforts. Following the comments of Berry and George above, Stanton (2004) proposes that for a business enterprise to realize the full benefit of the marketing concept, that philosophy must be translated into action. This translates into: (a) the marketing activities in the firm must be fully coordinated and well managed, and (b) a chief marketing executive must be appointed and accorded an important role in company planning.

Chief executives who desire the spirit of the marketing concept and the emphasis it places on serving the consumer and society are often eager to install it in their organizations. Kotler (2005) submits that implementing the marketing concept calls for major commitments and changes in the organization. A long-time marketing consultant, Edward S. McKay was quoted to have noted as below: "It may require drastic and upsetting changes in organization. It usually demands new approaches to planning. It may set in motion a series of appraisals that will disclose surprising weaknesses in performance, distressing needs for modification of operating practices, and unexpected gaps, conflicts, or obsolescence in basic policies. Without doubt, it will call for reorientation of business philosophy and for the reversal of some long-established attitudes. These changes will not be easy to implement. Objectives, obstacles, resistance, and deep-rooted habits will have to be overcome. Frequently, even difficult and painful re-staffing programs are necessary before any real progress can be made in implementing the concept". For these reasons, top management must think and plan

very carefully about how to bring a viable marketing orientation into their organizations. Based on the experience of many organizations, the following steps will be crucial in introducing this orientation: need for preplanning, top management sponsorship, and education and training programs.

Need for planning

Kotler (2005) observes that the first step calls for the top management of the organization to thoroughly study and understand the marketing concept before making a commitment. It should try to visualize what systems would have to be changed, what groups would be affected, and what programs would help smooth the way to the desired change. Some of the following things emerge:

1. The organization would add a marketing research department with the responsibility of studying and measuring current and changing customer needs. This department will come up with recommendations that will call for new products services to be added and certain old ones to be dropped.
2. The organization may wish to introduce a new products department to develop, launch, and manage new products.
3. The organization may likely increase its advertising expenditures to make customers aware of new products.
4. The employees who deal directly with customers will have to be trained to show more interest in the customer and his needs. Otherwise an organization may try to be more careful to hire customer-oriented staff.
5. Other staffs who do not deal directly with customers should be made aware of the marketing orientation as to carry every employee along.

The above analysis shows to top management some of the major issues to face in attempting to install a highly customer-orientation. Top management should be aware that resistance is inevitable. Kotler (2005) argues that management should avoid announcing prematurely a public commitment to a marketing orientation (or customer service orientation). Instead it should call in representatives of the various departments, outline the nature and need for the marketing concept, and solicit their views. It will be helpful to hear how the various departments state their interests and reservations and to know how much cooperation can be expected in advance. If the new orientation is seen to be beneficial by the majority of departments, the others will soon fall in line because of the weight of opinion. If the new orientation is seen otherwise by a majority of

departments, management must be prepared to use its authority or to postpone plans for installing this concept until a better climate develops. Even then, management may consider introducing the concept in a less total way, by creating only a marketing research department for the present, or an employee training program, and eventually adding new stages of marketing activity as the timing is right, without committing the organization to a totally new, strange, and possibly threatening orientation.

Top Management Sponsorship

Kotler (2005) says that when the problems have been thought through and the climate seems right, and some plans have been laid for the installation of the concept, the chief executive of the organization can announce and explain the new orientation, its benefits to the public and to the organization's own employees and management, and the implementation plan. The statement should be presented in a series of meetings and also should be in writing and broadly circulated throughout the organization. At this time, the chief executive should also announce the establishment of a department and officer who will be in charge of the marketing activities and marketing orientation of the organization. In business organizations, the department is normally called the marketing department and the officer is called the vice-president of marketing. In other establishments, the person might be called the director of marketing, and in universities or hospitals, the person might be referred to as director of development. In any case, there can't be marketing progress without the appointment of a high-level person responsible for working with the chief executive to bring the marketing orientation into the organization. He must be high-level and of equal status with the officers in charge of finance, operations, and personnel in order that: (a) they are shown that this position is of equal importance with theirs, and (b) to ensure that the marketing officer has ready access to the other officers so that he can bring in the marketing perspective when needed. The selection of this person must be carefully made and will be crucial to the ultimate success of the marketing orientation.

The Chief Marketing officer has two jobs to perform. The first and easier one is to integrate and coordinate the organization's various market-impinging activities so that they have a unified impact. His department should coordinate market forecasting, marketing research, advertising, personal selling, promotion, and customer service. He will manage these activities either directly or through managers, depending on the size of the organization. The main point is that these activities can work at cross-purposes if they are not coordinated.

The chief marketing officer's other job, is to deal with the finance, operations, and personnel departments on a regular basis and try to educate them to the value and benefits of a customer point of view. He should stress the

advantages of a customer orientation not only for the ultimate but for each department in the organization. Thus an improvement in the accuracy of demand forecasting will allow the operations manager to plan personnel, material, and facility needs more accurately. It will allow the finance officer to have a more accurate picture of the cash flow that will come into the organization. The chief marketing officer must show that a customer orientation will lead to greater customer satisfaction, fewer complaints to legislators, and more financial support from legislators.

Education and Training Programs

Kotler (2005) submits that implementing a marketing orientation will take time and call for a series of education and training programs throughout the organization. Those involved in marketing will want to attend courses for updating their knowledge of marketing concepts and techniques. Other groups in the organization, such as employees in contact with the public, will need training programs and periodic communications showing the benefits of customer orientation to the organization, the public, and themselves. New employees must be trained in the concept while many of the older employees should be retrained so as not to forget it. There is a tendency toward creeping unresponsiveness. The employees, during periods of high demand, lose some of their concern with customers' needs. This is why the chief marketing officer must exist, to behave as the customer conscience of the organization against the many tendencies to forget the customers' interest.

Problems in Implementing Marketing Concept in Organizations

Clausewitz (2000) proposes that "to carry out the plan without being obliged to deviate from it a thousand times by a thousand varying influences, requires, besides great strength of character, great clearness and steadiness of mind". Apart from the self-employed entrepreneur with no staff, everybody is likely to encounter resistance to change. And, moving from product orientation, production orientation or selling orientation to marketing orientation (customer focus) which will always be at the core of a real marketing strategy, will encounter more resistance than most changes introduced to an organization. Barriers may stand in the way of successful implementation of marketing concept, some evident, some not so. The barriers fall broadly into three separate categories:

external pressures on the organization, internal pressures on the marketing function, and pressures within the marketing function itself. We will consider these three forms of barriers in detail (Abdulsalami and Abdulsalami 2013).

Environmental Barriers

To consider the environmental barriers, we shall view it under the following sub-headings: social factors, legal factors, economic factors, political factors and technological factors.

Social Barriers

Changing demographics and social patterns will have a major impact on any strategic plans that require implementation over the next five to ten years (Fifield, 2008). Customers and consumers are also part of the social element of the environment. Customers in all markets are now starting to demand the "impossible". As their needs and wishes are met in very competitive markets such as groceries, consumer goods and motor cars, they see no reason why these expectations should not be met in unrelated fields such as banking, telecoms and travel also in information services. As customer expectations continue to grow so concepts such as 'brand loyalty' and retention appear to be less effective.

They are as important as ever but the rules, as imposed by customers, are changing. Customers are becoming less and less loyal to brands and organizations if these fail to provide what is wanted, when it is wanted, at a reasonable price. The explosion of choice in so many markets means that customers do not have to put up with second best, loyalty has to be earned, it is not given as of right. Looking at the customer analysis above, an organization intending to install the marketing concept should of necessity carefully study its markets and associated trends. The barrier pose by customers and consumers must first of all be considered before any others.

Legal Barriers

There are an increasing number of laws that are affecting organizations' activities on a wider and wider scale. Laws now cover employment, pay and price policies, health and safety as well as specific acts to control particular industries such as financial services and telecoms. Also, as time progresses we can expect more impact on organizations activities from government and regulatory agencies.

Economic Barriers

The past ten years have witnessed an unparalleled level of change in British economy, and by extension, that of Nigeria, and this change is unlikely to slow down. Strategic implementation of marketing concept needs to take into account the changes that are likely to occur in the marketplace and you should consider changes in your own industry such as mergers, joint ventures, share price movement and investment as well as any trade

union activities, suppliers' actions and changes to include vertical integration and disintermediation (the disappearance of intermediaries in the process). Distribution channels are also undergoing a radical change in a number of industries and successful implementation will depend upon a good forecasting of likely change in areas such as distribution infrastructure as well as in transportation and channel management and control. Internationalization is a major factor in all economic situations and is likely to affect your customers' perceptions of your offer, and the entire nature of competition. Competition itself is one of the most important factors to forecast in strategic implementation since no marketing strategy ever operates in vacuum. Organizations should be attempting to analyse not only the direct (own industry) competition but also the important an often more difficult to predict indirect competition from outside your traditional industry base. Competition is expected to increase in all sectors over the next ten years driven primarily by the possible and has been a major catalyst in the recent proliferation of new products and services. A major factor in the development of technology has been its ability to reduce, if not sometimes eliminate, barriers to market entry. The application of modern technology has enabled small-and medium-sized organizations to operate at cost levels previously the exclusive preserve of much larger organizations. Economies of scale are no longer the barriers they used to be.

Internal Barriers

As well as external pressures acting upon the organization, there are a number of barriers, internal to the organization; which will also affect its ability to implement its strategic marketing orientation plans successfully. Fifield (2008) submits that all of these factors act as significant potential blockages to implementing marketing orientation and unless these blockages can be overcome inside the organization the marketer has little choice but to amend the goals and strategy to those which the organization is able to implement. The internal barriers include leadership, organizational culture, organization design, functional policies, resources and evaluation and control procedures. We now examine each in brief internationalization of business and the fragmentation of many markets.

Political Barriers

There is a general trend in most western markets and that of Nigeria in particular, for government to take an increasingly active role in business. Political activities include taxation, lobbying, as well as the ability to pass laws which affect not only your organization's ability to act in a free market but also customers' ability to buy your

products or services. In most markets political activities are often aimed at influencing competitive activity. Whatever the intention behind political actions, the result is always some form of restriction over the organizations activities in a marketplace and these restrictions need to be forecasted- and attempts made to modify implementation of the marketing concept within this new framework.

Technological Barriers

Technology generally has had a massive effect over the pa; ten years and we can expect this influence to continue if n accelerate. Technology has made radical change in manufacturing.

Leadership Barriers

There is little doubt that the ultimate success and implementation of any strategic plan will depend upon the degree 'to which top management buys in to the process. This is especially evident where the strategic thrust of the plan involves any form of significant change. The organizations leadership may be opposed to objectives of the plan for any number of reasons. For example, they may be from non-marketing disciplines, may feel that the need for change is not yet apparent or simply be more comfortable with 'steady state' management style. Whatever the reasons unless strong leaders are 'bought in' to the vision and concept completely, little progress is likely to be made.

Organizational Culture

There are many forms of organizational culture and, in truth; few of these are customer or market focused. In the organization with a non-market oriented culture, the chances of successfully implementing a truly customer focused strategic marketing plan must be severely limited. Fifield (2008), proposes that marketing in this type of organization tends to be all about marketing services, often linked or even subservient to the all-important sales function. The product or production-oriented organization the marketer's is to provide sales materials, product information and market analysis to support the sales and production functions of the organization. The market or customer-oriented organization is the only one that sees the marketer's role as that of catalyst and change agent to focus the rest of the organization's activities on the one activity that really matters – "the customer". Changing the culture of an organization is never a short-term task. However, as today's markets become more and more competitive, the options are becoming clearer-change the culture or the organization may not survive beyond the medium term.

If the culture will not change in the short to medium term then goals of the marketing concept will need to be

amended to something which the organizational culture can assimilate. Looking back to the ideas now current in strategic thinking, organizations culture cannot be ignored or treated as if it does not exist-that has been the reason for the demise of many a good strategic idea, if implementation is what counts then pragmatism must be the order of the day. The strategist can try and work against culture but will not win. Working with the culture means that the whole concept may not be implemented, and not straight away at that. But it will meant that something happens and it may mean that in a few years the culture will be more accepting of change than now. Patience and sensitivity are required to get things done.

Organization Design

In many organizations the existing organizational structure is simply not designed to be able to deliver the proposed marketing concept as is intended. Too many organizations are designed for the convenience and administrative ease of those that work in them rather than being designed in order to deliver satisfaction to customers. It is simply unrealistic to design a customer-focused concept without spending some time looking at the organization's ability to deliver on the promises that you may be making to your customers. If organizations are so rigid that they cannot be redesigned then the marketing concept may need to be modified accordingly. When dealing with organizations (culture and design) it is important to consider the 'soft' elements such as style, skills, staffing and shared values as well as the traditional 'hard' values. Remember, an organization is nothing without the people who work inside it.

Functional Policies

A subset of organization structure: most functions in an organization (finance, operations, human resources and marketing) tend to grow and produce a number of functional policies and procedures which determine how their part of the organization and their staff manage the day-to-day business. The intended marketing concept may fall foul of these functional processes and will encounter a blockage on the path to implementation. The marketing concept is not just the idea of the marketing department. Fifield (2008) argues that the marketing concept is, or ought to be, the strategy which guides the whole organization's activities relative to the customer. The marketing concept, therefore, should not be something which is imposed on the other functions but a route and direction which staff and managers from finance, operations and human resources share with other members of the organization.

Resources

The proposed marketing concept may require either

significant additional resources be allocated to certain functions or even the re-appropriation of resources into different areas of the organization. Successful implementation will depend upon these resources either being available for the implementation of the concept or making the appropriate resources available so that the plan can be implemented fully. The potential blockage here is likely to be either in the resources simply not being available or that senior management considers that other causes are more deserving. In any case this could provide a significant blockage to implementation.

Evaluation and Control Procedures

Fifield (2008) submits that the lack of appropriate monitoring and evaluation procedures in an organization will be a significant block to the successful implementation of any strategy. It is a truism that what gets measured gets done. As long as the proper control measures are installed there need be no problems in implementation.

Barriers within the Marketing Function

Not only are there a number of issues internal to the organization which can act as barriers to developing and implementing quality marketing orientation, there are a number of aspects of the marketing department or function which can also act as potential blockages to the development and implementation of the intended plans.

Market's Interface with other Functions

Delivering satisfactions to customers may be the responsibility of the marketing function but it is not a job that marketers can carry out on their own. In order to deliver customer satisfactions and thereby improve the organization position against competition, the entire organization needs to operate as an effective partnership and deliver seamlessly. In order to do this marketing needs to interact positively with other functions within the organization, such as production, purchasing, personnel and finance. Unfortunately, some of these functions may consider that they have competing responsibilities and may not fix the priorities in exactly the same way as marketing. Once again this solution is not in 'telling' other functions what to do but in involving them in the process. The marketing manager must find means of securing better coordination among the various functional subsystems that are not directly under his or her control. This may be achieved by improving communications and inter-organizational understanding about what is in the interest of the organization as a whole.

The Role of Marketing/the Marketer

The role of the marketer will depend largely upon the

organization culture and structure. In the non-market oriented organization marketing tends to be synonymous with advertising and promotion. The marketing manager is often taken on as a necessary (and expensive) evil because the competition seems to be making inroads into the organization's markets by advertising. Other managers in the organization often have little understanding of the marketing concept and don't appreciate their role in satisfying customer. The role of the marketer in the production or product oriented organization is twofold - to give his or her internal customers what they want and, secondly, to act as catalyst for organizational change toward a more customer oriented position. In the case of a customer or market oriented organization the role of the marketer and the marketing function is quite different. Rather than concentrating on advertising and promotion, the marketer's function is to identify, anticipate and satisfy customer needs profitably. In this type of organization, the marketer's key area of responsibility is to understand the organization's customers and to feed this information back into the organization and other functions so that people may act upon it profitably.

Marketing Feedback

Fifield (2008) says "how effective a marketer is in his or her job and how well the marketing orientation is implemented will depend on how much, how relevant and how good the information is and how well it is interpreted and acted upon". Information is critical. Information and feedback on a plan's progress is never 100 percent accurate but it does act to both reduce uncertainty in planning and improves the quality of action. Critically the marketer may not be in complete control of the information sources and the speed at which they are delivering quality information back to the marketing function. A great deal of data is often raised elsewhere in the organization but often not in a form which will provide adequate information for the marketer's use. The marketer has two main flows of data. One from the environment and the other from internal operations. Some, but not all, is likely to be under the marketer's direct control, for the rest, other departments need to understand the importance of quality and timely information flows and internal marketing can help this process.

The final, crucial area of marketing and market feedback is market research. In many organizations some market research is carried out but invariably it is insufficient to meet the organization's needs. Market research should not be regarded as a crutch to support weak decision-making but as an essential 'investment' in the marketplace and future prosperity of the organization. Unfortunately many organizations, often product production or planning oriented do not see the investment aspects of market research but rather

consider it as a cost. As competition increases and markets continue to fragment, it is unlikely that investment in market research will decline in the most successful organizations; rather we can expect it to increase as market circumstances become more and more involved.

Marketing Concept in Academic Information Centers

Wagner (2008) asserts that more and more non-profit organizations, academic information centers in particular, are coming to the realization that they must begin to apply marketing strategies and techniques (Marketing concept) to their special fields of activity, if they are to succeed in serving the society that is supporting them. Up to this time, nonprofit administrators (information center managers) have been reluctant to entertain the idea of marketing, partly out of fear of being criticized for using strange language", and partly out of the fear that marketing activities would somehow affect their programs adversely. Actually, the marketing orientation, however expressed, that have created successful corporate entities, can be readily adapted to the world of academic information centers (academic libraries), with the same success rate. The difference between marketing for nonprofit (academic information center) and profit making organizations does not involve programming. The products of an academic information center are similar to those of a corporation: they both fulfill a consumer need. Once academic information center' management realize that business terminology is not demeaning to their professional cause but rather brings a new and valuable discipline to the promotion of that cause, they begin to use the marketing language with the same facility and in the same way that any corporate manager would.

Even in the business community, modern marketing is only now reaching a point where it is generally accepted as a key discipline within the business environment. Fifty years ago, one rarely saw a chief executive of a corporation who was also a marketing man. Now they take their place along with the financial people as chief executive officers. This represents the recognition that more than financial management and efficient production are necessary to move an enterprise forward in a dynamic economy. The same thing has happened in the nonprofit organization (NPO) world, because the boards of trustees are demanding of organization managements the same performance they would demand of their corporate managers.

Adoption of Marketing Concept in Academic Information Centers

Kotler (2005) quotes Sidney Levy who submits that marketing behaviour is manifest in a wide range of situations far beyond the conventional exchange of goods and services for money. Supporting the view of Levy,

Rowley (2001) proposes that marketing as a concept is novel to information center managers, although marketing behavior is not. To restate it, other researchers observe that the marketing concept is the recognition on the part of management that all business decisions of an organization, in particular, information centers, must be made in the light of customer needs and wants Abdulsalami and Abdulsalami (2013). In effect, all marketing activities must be under-one supervision and all activities of an organization must be coordinated at the top, in terms of market requirements. The first and most important step in applying the concept is acceptance of a whole hearted customer orientation. Without acceptance of this concept at least by top management (board of trustees), any change in organizational structure will be purely mechanical. It requires a change of mind within an organization. Putting it in another way, Kotler (2005) had earlier observed before Abdulsalami and Abdulsalami that chief executives who desire the spirit of the marketing concept and the emphasis it places on serving the consumer and society are often eager to install it in their organization. The essence of the marketing concept is organizational effectiveness, huge success and long survival of the organization, and not short-term sales volume.

It then goes that, top management of academic information centers must desire and accept the idea of the marketing concept, and possess a foresight for continual success, if the marketing orientation is to be installed. To adopt the marketing concept into academic information centers, there must be three basic tasks to be undertaken by the top management. These include setting up a general plan (marketing strategy), selection of the market target (the particular groups of customers to appeal) and development of control mechanisms. Only after the basic marketing strategy is developed can management concern itself with the implementation of that strategy.

Implementation of Marketing Concept in Academic Information Centers

The implementation of marketing concept observes by Kotler (2005) calls for major commitments and changes in the organization. Stanton (2004) also supports the view above and submits that for an organization (information center) to realize the full benefits of the marketing concept that philosophy must be translated into action. And this mean that the marketing activities in the information center must be fully coordinated and well managed and a chief marketing executive (marketing librarian or development librarian) must be appointed and accorded an important role in organizational planning while other researcher opine that the successful implementation of the marketing concept may require drastic and upsetting changes in organization. It usually demands new approaches to planning. It may set in

motion a series of appraisals that will disclose distressing needs for modification of operating practices and obsolescence in basic policies. These changes will not be easy to implement. Kotler (2005) recommends three steps to be undertaken by any organization, especially a non-profit organization, such as. Academic information center in order to implement the marketing concept.

Need for preplanning: the first step calls for the Board of Trustees of the information center to thoroughly study and understand the marketing concept before making a commitment. **Top management (Board of Trustees) sponsorship:** When the problems have been thought through and the climate seems right, and some plans have been laid for the implementation of the concept, the chief executive (University librarian) can announce and explain the new orientation, its benefits to the users and to the information centers' employees and management, and the implementation plan. This should be done in series of meetings and also in writing and broadly distributed throughout the information center. At this time, the university librarian should also announce the establishment of a development division/marketing division and officer who will be in charge of the marketing activities and marketing orientation of the information center. The officer may be called "Development or Marketing Librarian".

Education and training programs: Successful implementation of the marketing concept will take time and call for a series of education and training programs throughout the information center. Those involved in marketing will have to attend courses for updating their knowledge of marketing. Other staff in contact with users will need to attend training courses on 'customer service'. New employees and other older employees should be trained and retrained respectively so as not to forget the concept. The top management of the academic information center may hire a reputable specialist on marketing for non-profit organizations, for more steps to follow.

Problems of Implementing Marketing Concept in Academic Information Centers

The academic information centers are good examples of bureaucratic organizations. Kotler (2005) observes that as organizations grow, it becomes more complex and multipurpose. It takes on additional responsibilities to its customers, employees, agents, suppliers, and other publics. Top management faces the task of harmonizing often incompatible goals and interests. Much of its energy turns inward. Its management members grow increasingly self-serving, that is, their purpose becomes to maintain the organization and their jobs at any cost. Relations with outside groups are routinized by rule-bound behavior. The organization develops an officialdom that shows an impersonal face to the world

(users). The officials exhibit care and caution instead of daring and innovativeness. They feel safest in maintaining traditional policies, procedures, and products.

Reg Carr (2001) confirms Kotler's view when he comments that traditional information centers (academic libraries) are more conscious of their routines than the needs of their users. From the afore-mentioned, you will agree with me that implementing the marketing concept in academic information centers will be fraught with varied obstacles. The obstacles fall within external and internal factors or problems.

User's Dynamic Needs

One of the external problems of implementing the customer orientation is ever-changing user's needs, wants and perceptions. It will require a careful and continue study of users' changing expectations to successfully implement marketing concept.

Economic Problem

The academic information center operates in a competitive information market place with on-line companies. As a result, strategic implementation of marketing orientation should consider the changes that are likely to occur in the marketplace and you should also take into account changes in your own industry.

Political Factors

The academic information center is established and financed by government; therefore, there is a general tendency for government to increasingly take active role in academic information centers' activities. Government restrictions should be forecasted and provision made for the modification of the marketing concept.

Technological factors

Technology generally has had a massive effect and will, continue to have accelerated influence on information and library services. Consequently, a thorough implementation of marketing concept must take it into account.

Leadership problem

This is one of the internal obstacles to be tackled before a successful implementation of marketing concept can occur in the academic information centers. The ultimate success and implementation of any strategic plan will rely on the degree to which top management buys into the idea. It is so because implementing a customer orientation involves a significant change. The Board of Trustees and the management of the academic information system may oppose to objectives of the plan

for a number of reasons. Among the reasons are - the top management are from non-marketing disciplines, lack of marketing foresight, lack of marketing expertise and a feeling of being more comfortable with 'steady state' administrative style.

Organizational Behaviour

Academic information centers have the culture of anti-customer focus. Traditional librarians adhere strictly to - their routine of acquisition, cataloguing, classification and shelving, and sit tight expecting users to visit the library. They are not pro-active in their approach. In such organization with non-market oriented culture, implementing a customer-orientation will suffer a great setback.

Organization Structure

In academic information centers, the existing organization design is simply not able to assimilate the marketing orientation as is intended. Most academic information centers are designed for the convenience and administrative ease of those that work in them rather than being structured in order to deliver satisfaction to customers.

Operating Policies

Operating policies is a subset of organization design. Academic information centers are operated upon functional policies and procedures that determine how the center and staff manage the day-to-day business. The intended marketing concept may fall foul of these functional processes and will encounter a barrier on the way to implementation.

Resources

There is no doubt that academic information centers are poorly funded by the parent-body. The implementation of the proposed marketing concept may require either significant additional resource be allocated to certain functions or even the re-appropriation of resource into different areas of the organization. Successful execution will depend on these resources either being available or making the appropriate resources available so that the plan can be implemented fully. The expected impediment here seems to be either in the resources simply not being available or that top management considers that other causes are more deserving. In any case this situation may pose a significant barrier to implementation.

Role of the Marketer

The role of the incumbent marketing or development librarian will largely depend upon the organization culture

and structure. Other managers (librarians) often have little understanding of the marketing concept and do not appreciate their role in satisfying customers. This may breed some disharmony in the information center. However, the development librarian is to carry out two tasks - to give his or her internal customers (other librarians) what they want and, secondly to act as a catalyst for organizational change toward a more customer oriented position.

Benefits of the Marketing Concept

Rosenberg (2007), provides some benefits of implementing the marketing concept which are as follows:

1. Reduced business risk as a result of systematic market research, the scientific acquisition and analysis of market data relevant to decision making and better sales forecasting;
2. Improved business planning as a result of earlier identification and assessment of future market trends and opportunities and the acceptance of a planning discipline based on defined objectives with which all departments must gear their programs, and
3. Greater competitiveness based on marketing skills. As more and more of our competitors achieve technological and manufacturing efficiency, the differences in the products from companies will tend to narrow.

Bottom-Line

From the review above, it has been established that the modern marketing concept serves very naturally to describe an important facet of all organizational activity. Marketing is the crucible of creativity and the driver of innovation. As a result, all organizations, including academic information centers must develop appropriate products to serve their sundry consuming groups, and must use modern tools of communication to reach their consuming publics (markets). The business heritage of marketing provides a useful set of concepts for guiding organizations. The choice facing those who manage non-business organizations, in particular, academic information centers is not whether to market or not to market, for no organization can avoid marketing. The choice is whether to do it well or poorly, and on this necessity, the case for the application of marketing concept in academic information centers is basically founded.

Adoption of Marketing Concept

Adoption of marketing concept is the wholehearted acceptance of consumer-need orientation, integrated

marketing and customer-satisfaction as the basic philosophy of business practices, which is the key to survival of organizations, particularly, academic information centers. Organizations willing to adopt the marketing concept should have a change of attitude towards their markets and missions.

Mission or Business of Academic Information Centers

A mission is a life-work or objective that drives all organizational plans, actions and activities. The academic information center exists to provide information resources to support teaching, learning and research activities of the parent organization. Though in terms of marketing concept, the academic, formation center is in the business of providing information services to satisfy information and related need of users. This table provides a clue whether or not academic information centers' managers understand their business or mission. This is an indication that managers of academic information centers do not know the business they are into. Stanton (2004) also upholds the same view when he says that chief executives should be able to think of "what benefits" they market, that is, "what needs they are satisfying", and not what they produce. Therefore academic information centers are yet to adopt a consumer-orientation but still practicing "production orientation", which places emphasis on making products that are affordable and available.

Concern for Customers as the Basis for Acquisition of Information Resources

This is a follow-up question to the above. As expressed earlier, organizations that desire to adopt consumer-orientation as a business philosophy must think of a change of attitude towards their markets (consumers). The marketing concept assumes that the "customer" is the center of all company planning activities. Therefore this paragraph is set to find out if academic information centers acquire information resources based on concern for their customers.

Customer-Orientation among Library Staff

In connection with the above table, a related question was asked to enable the researcher discover if the library staff are being reorient to have a change of attitude towards the users. To adopt marketing concept, an organization should accept and practice "integrated marketing" which emphasizes a whole change of attitudes of all staff (front-line and technical) towards serving the customer.

Learning about Customer's Needs, Percept Preferences and Satisfaction

In relation to customer-orientation discussed before, learning about customers' needs, perceptions, preferences and satisfaction is an indication of an organization which is highly responsive to marketing concept. To adopt marketing concept responsive organization must demonstrate a keen interest in her markets by putting in place systematic data-collection strategies to carry out regular formal users' surveys. This section is to ascertain strategies being used by academic information centers.

Implementation of Marketing Concept

This involves translation of the marketing concept into actions, and it consist of the followings: top management to thoroughly study the marketing concept, adding a marketing research unit to study and measure changing user needs and recommend for the development of new services, appointment of director of marketing to integrate the marketing concept, and educating and re-training the staff in the organization.

Marketing Research Department that Study and Measures Users' Dynamic Needs

The acquisition of thorough knowledge of marketing concept dealt with formerly and the introduction of a market research department responsible for studying and measuring users" changing needs are all bold steps towards a commitment to implementing the marketing concept. An organization that is thinking in the direction of total implementation of the marketing concept must add a marketing research department to undertake studying and measuring of users' dynamic needs.

Procedures of Development New Services

Having said something about the type of new services being developed in the last table, it is very crucial to note here the procedures involved in developing those new products/services implementation of the marketing concept is not just about creating new products/services but it must be the fair outcome of studying and measuring user's dynamic needs undertaken by the marketing research department of an organization.

Training of Library Staff and Types of Training programs

Having examined the procedures for developing new services as mentioned there is need investigate into staff training and types of training programs. Training and retraining of company staff is a function of integrated marketing which is one of the pillars of the marketing

concept. All categories of staff should be trained and retrained on customer service in order to infuse the culture of think customer into the organization.

Problems of Adopting and Implementing Marketing Concept

It is not ambiguous to observe that there are some setbacks associated with adopting and implementing the marketing concept in academic information centers. Academic information Centre is a solid example of bureaucratic organization with rigid and obsolete leadership style and policies. The setbacks range from internal problems to external issues. As a result a successful implementation of the marketing concept will certainly be hindered and more so due to the reality that managers of academic information centers are not from marketing background.

Problems of Implementing Marketing Concept

As it has been mentioned in previous paragraph, the problems facing academic information centers in implementing the marketing concept are numerous. Among the problems are financial constraints, parent-body and staff resistance, dynamic and complex nature of users' needs, fear of criticisms, lack of marketing expertise, organizational culture, just to mention but few. Conclusively, marketing behavior is inherent in all organizations, whether profit or none-profit, especially, in academic information centers. As service organizations, academic information centers should rethink their services by embracing whole-heartedly the spirit of marketing concept to enable them satisfy the dynamic and complex needs of users in this "Google age".

CONCLUSION

The study on application of marketing concept in academic information centers is a service organization; the academic information center is invariably and unconsciously involved in exchange of values, thus carrying out marketing activities. Marketing behavior is inherent in all organizations, particularly, academic information centers. The argument now is not whether to market or not but how well to market. Considering the aforementioned, this research work concludes:

1. That academic information centers do not adopt marketing concept as a business philosophy even though they perform some marketing activities.
2. That academic information centers have not implemented the marketing concept despite the assertion that marketing is relevant to their operations.
3. Finally, academic information centers do not adopt and implement marketing concept as a philosophy of business due to two major problems, namely, financial constraints and lack of thorough knowledge of the marketing concept and its benefits.

RECOMMENDATIONS

Following the research work, the under-listed recommendations are hereby proposed for use by University Librarian/chief executives of academic information centers.

1. Chief executives of academic information centers should begin to think about change of attitude of towards their missions and users.
2. The selection and acquisition of information resources should be based on users' needs and not on available funds.
3. Academic information centers should use formal market research processes to learn about users' dynamic needs regularly and develop new services based on market research outcome.
4. The chief executives and all categories of staff should be trained on marketing/customer service.
5. A marketing research department or development division should be established and headed by a marketing expert; otherwise a marketing consultant may be hired.
6. The management of academic information centers should source for more funds to carry out aggressive marketing activities.
7. Subject-specialist librarians should be developed to manage departmental/faculty libraries, and to render customized services to users.
8. Some user-oriented services may be provided, such as, setting up examination success unit (to collate all past examination papers), group-discussion unit (for noise making), and recreationcenter (for light-games and relaxation) etc.
9. A twenty four (24) hour internet services should be provided.
10. Photocopiers should be placed in all divisions/departments/sections/units.
11. A customer-service department should be established, in the library and should be managed by a librarian with marketing/customer service expertise.

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