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Application of Intelligence Needs for Promoting Users Patronage in Libraries of Public Tertiary
Institutions in Ondo State, Nigeria

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Abstract

It has been observed in recent times that most undergraduates either do not visit their campus library or do so occasionally throughout their stay in the university. Librarians and faculty members alike complain that young people too often conceive the research process as beginning and ending with an internet search. Students' conviction that the internet provides more efficient, productive, and enjoyable paths to information may perhaps be the reason for this scenario. The question is, will librarians leave it as it currently exists or work now to make the library be as it must exist in the future? This paper therefore reviews application of intelligence needs in promoting users patronage in public tertiary institution libraries in Ondo State, Nigeria. Major areas of discussion in the paper include competitive intelligence, objectives of competitive intelligence, intelligence needs for libraries, strength, weakness, opportunities and threats in libraries. The study also discussed applications of intelligence needs on library management of public tertiary institutions and services in Ondo State, Nigeria with a view to making them a robust place of attraction and constant patronage by the patrons.

Keywords: Competitive Intelligence, Intelligence Needs, public tertiary institutions libraries, Users Patronage, Ondo State.

Introduction

Public tertiary institutions are higher learning institutions that are predominantly funded by public means through a national or sub-national government. They are commonly called a federal or state college, polytechnic or university (Burrows, 2018). Public tertiary institutions in Nigeria are either established, funded and controlled by the Federal Government or State Government of Nigeria. Almost every state in Nigeria has public tertiary institutions. Ondo State of Nigeria has some public tertiary institutions namely Federal University of Technology Akure; Adekunle Ajasin University, Akungba Akoko; Ondo State University of Science and Technology, Okitipupa; Ondo State University of Medical Sciences, Ondo; Rufus Giwa Polytechnic, Owo; Adeyemi College of Education, Ondo; Federal Polytechnic, Ile Oluji, and Federal School of Agriculture, Akure. Each

institution has a library attached to it which serves two complementary purposes to support the school's curriculum, and to support the research of the institution's faculty and students. Functions of any academic library include collection/acquisition of knowledge in all formats (prints and non-prints), organization of knowledge for easy storage and retrieval, preservation of knowledge for the use of posterity and dissemination of knowledge for the purpose of teaching, learning and research. In this digital age however, competitive intelligence may be an essential tool that will enable the librarians effectively carry out the above responsibilities and also promote his efficiency in meeting the information needs of his clientele.

Association of College and Research Libraries (ACRL) (2006) painted a pictorial power of tertiary institutions' libraries as not just to collect, but also to organize, preserve, and make knowledge accessible. Today on the campus of virtually every tertiary education institutions, the library occupies a central position. In its placement and prominence, the library conveys its integral role in supporting higher education's core missions of research and education. A defining element of this moment is the capacity for public academic and research libraries to accelerate their own transformation through some sort of collaborative intelligence action. The reason is that recently established private tertiary institutions across Ondo State and Nigeria as whole are battling in all capacity to outshine or dominate public tertiary institutions.

Online Computer Library Centre (OCLC) (2017) recent report on College Students' Perceptions of Libraries and Information Resources, indicates that most undergraduates either do not visit their campus library or do so only one or two times per year. The report also found that librarians and faculty members alike complain that young people too often conceive the research process as beginning and ending with an internet search. This report is especially true as it was physically observed in the case of public tertiary institution libraries in Ondo State of Nigeria visited severally by the researcher in the cause of writing this paper. It was observed that it takes only one dissatisfying experience with a library to solidify a student's conviction that the internet provides more efficient, productive, and enjoyable paths to information than the libraries. This is perhaps the what is making the libraries more or less empty of patrons within the universities today.

Changes in technology and modes of academic work create new kinds of needs that libraries can help fulfil. In this sense the challenges public tertiary institution libraries now face are the same ones that confront any contender in the expanding market for information thus a continuing need to adapt to rapid change, to keep pace with new developments in technology and new competition in the industry hence, the need for adoption of competitive intelligence. It was observed in public tertiary institution libraries in Ondo State that faculty members make far more substantive impressions on students than do librarians in students' learning about electronic resources. This is because students look to faculty

above all for guidance in portraying the quality of information. Library staffs seem to have failed regarding themselves as partners with faculty, offering tools and expertise that in many cases differ from what faculty members themselves possess.

ACRL (2006) stressed that libraries and librarians are fulcrums of academic productivity, with potential to expand both the range and depth of creative work that faculty and students undertake in any discipline. What have changed are the actions librarians perform and services they provide in carrying out these core functions thus the challenge for libraries, their leadership and staff, is to recast their identities in relation to the changing modes of knowledge creation and dissemination, and in relation to the academic communities they serve. From the standpoint of an institution's chief academic officer, the only rationale for a library and its budget is to support the work of faculty and students. As the competition for resources within tertiary education institutions becomes more intense, the amount of funds an institution provides may derive in part from the relative priorities the library budget accords to its diverse functions, including staff, acquisitions, teaching, and technology. The allocation of funds among such budget items becomes a statement of priorities and a vision of roles the university or college librarian envisions for the library. Thus the librarians are faced with the thought of either being an advocate for the library as it currently exists or an advocate for the library as it must exist in the future.

Libraries in many respects are jewels for the colleges and universities whose values they showcase. Libraries are indispensable to faculty and students in the first instance, and to the knowledge and information industry in the second. In redefining and reasserting their value, public tertiary institution libraries in Ondo State will have to embrace much more aggressively the fact that they are one of many contenders for their institution's financial support. It appears somehow that the libraries have been comparatively slow to realize and accept the need to function in an environment of direct competition for resources, either from within or outside their institutions. It is observed that librarians assume that people care about libraries whereas people care about streamlining the processes that support research and learning.

Competitive intelligence (CI)

Competitive Intelligence (CI), according to The Society of Competitive Intelligence Professionals (SCIP, 2010) is a systematic and ethical program for collection, analysis and use of external information which may impact the company plans, decisions, and management. Business Encyclopedia describes competitive intelligence as understanding and learning what is happening in the world outside the business to increase one's competitiveness. It means learning as much as possible and as soon as possible, about one's external environment including one's industry in general and relevant competitors. However, Gilad (2008) argues CI as the organizational function responsible for

the early identification of risks and opportunities in the market before they become obvious (early signal analysis). According to him CI focuses attention on the difference between dissemination of widely available factual information (such as market statistics, financial reports, newspaper clippings) performed by functions such as libraries and information centres, and competitive intelligence which is a perspective on developments and events aimed at yielding a competitive edge. Thus, CI may be regarded as a system of environmental scanning which integrates the knowledge of everyone in an institution or company.

Calof and Skinner (1998) argue that competitive intelligence may be seen as actionable recommendations arising from a systematic process involving planning, gathering, analyzing, and disseminating information on the external environment for opportunities, or developments that have the potential to affect a company's or country's competitive situation. Whilst, Prescott (1999) expresses competitive intelligence as the process of developing actionable foresight regarding competitive dynamics and non-market factors that can be used to enhance competitive advantage. Further, competitive dynamics refers to the evolution of a firm's industry, and the moves and countermoves of competitors, suppliers, customers, alliance partners, and potential competitors to gain advantage. CI is concerned with developing intelligence that has actionable implications. Only by developing actionable implications does a CI program have the opportunity to create a competitive advantage and truly deliver value. CI is the purposeful and coordinated monitoring of your competitor(s), wherever and whoever they may be, within a specific marketplace. Johnson (2018) noted that CI also has to do with determining what your business rivals will do before they do it. Strategically, it is to gain foreknowledge of your competitor's plans and to plan your business strategy to countervail their plans. As we might expect, this will involve many methods at the tactical collection level, but it will also require integration into ones existing information infrastructure, analysis and distribution of the information, and finally, the calculation of business decisions on the grounds of that information and the analysis of same.

Fuld (2006) defines Competitive intelligence as information that has been analysed to the point where you can make a decision. Summarily, it is the action of defining, gathering, analyzing, and distributing actionable intelligence information about products, customers, competitors, and any aspect of the environment needed to support executives and managers in strategic decision making for an organization. In this case, competitive intelligence is a legal business practice, as opposed to industrial espionage, which is illegal (SCIP, 2014). A truly successful and credible use of Competitive Intelligence in business practice requires keeping in mind that this activity works on the same principle as intelligence services, which are essential to support decisions at the government level, but it is deferent in the sense that competitive intelligence uses only legal sources of information and legal methods in its work. The focus is on the external business environment (Haag, 2006), thus

there is a process involved in gathering information, converting it into intelligence and then using it in decision making.

Some CI professionals erroneously emphasise that if the intelligence gathered is not usable or actionable, it is not intelligence (McGonagle and Vella, 2003). The term CI is often viewed as synonymous with competitor analysis, but competitive intelligence is more than analyzing competitors; it embraces the entire environment and stakeholders: customers, competitors, distributors, technologies, and macroeconomic data. Calof (2008) revises the definition to include the objective of intelligence thus it is believed that competitive intelligence (CI) may imply the true purpose of intelligence that is, to gain strategic advantage. Therefore, competitive intelligence includes competitor intelligence as well as intelligence collected on customers, suppliers, technologies, environments, or potential business relationships (Fair, 1966; Gilad, 1989; Grabowski, 1987; Guyton, 1962).

Purpose of Competitive Intelligence

The importance of competitive intelligence in institutions is practically becoming widely accepted. Use of this tool has become a necessity of today. Stefanikova and Masarova (2014) stressed that the need for the introduction of a comprehensive (complex) competitive intelligence is penetrating into the foreground on the basis of the most important proven benefits to the institution, such as improved quality of information, faster decision making, systematic improvement of organizational processes, improvement of organizational efficiency and effectiveness, cost reduction, improvement of information dissemination, saving time, quicker identification of threats and opportunities.

Generally, every crisis has its losers, but many organisations always prove to be much stronger and victorious in the end. These are the organisations that, on the basis of correctly organized intelligence, based their new corporate plans on value and disruptive innovations, and correct competitive strategy followed by a successful realization on the market. From the above it may be concluded that any top management has to have an absolutely clear picture of the capabilities, strength, potential, plans and the intentions of the competition. According to blogpapkamsol (2013) some key purposes of CI are identified as to provide a general understanding of an industry and its competitors, to identify areas in which competitors are vulnerable and to assess the impact strategic actions would have on competitors, and to identify potential moves that a competitor might make that would endanger a firm's position in the market. The Competitive Intelligence Foundation (CIF) (2006) commissioned study found that in respondent firms, CI was focused on producing the results such as new or increased revenue; new product or services; cost savings/avoidance; time savings; profit increases; and financial goals met. Their systems were focused on various key intelligence topics (KITs), given in rank order as company profiles; competitive benchmarking; early warning alerts; market or industry trends; customer or supplier profiles; technology assessment; economic/political analysis; and

executive profiles. There was clear evidence that the CI gathered from these KITs resulted in supporting decisions in the areas such as corporate or business strategy; sales or business development; market entry decisions; product development; R&D/technology decisions; due diligence; joint venture decisions; and regulatory/legal responses. This reveals that CI influences a wide range of decision-making areas and is a vital ingredient in the formulation of business strategy.

Bartes (2014) arrives at three basic development strategies as the corporation desires status quo, i.e. to keep its market position as it is, the corporation effort to expand, and the corporation intention not only to keep its existing and dominant market position but strives for its long-term dominance to last. It helps to learn what competitors do well, understand their strengths and weaknesses, avoid strategic errors, and deal with threats. CI provides an advanced warning of risks and opportunities, such as mergers, takeovers, alliances, new products and services. It makes sure that strategic planning decision, relies on relevant and up-to-date competitive intelligence. It ensures that organization is able to adapt and respond to the changing business environment and to provide periodic and systematic audit of firm's competitiveness, which provides an unbiased evaluation of firm's actual position, with respect to the environment.

Competitive Intelligence intends to make the firm more competitive with respect to the environment in which the firm operates, i.e. competitors, customers, distributors, and other stakeholders. Competitive intelligence process includes the following: identify the business problem, ascertain competitive data sources, collect and assemble the data, produce actionable intelligence, communicate results and findings to the users, communicate information to the strategic planning process, and provide response and re-evaluate. The competitive intelligence process helps the firm to obtain, process, analyze, spread and interpret competitor's information vigorously and systematically, in order to react appropriately.

With the rise in the competition in the last few decades, certain tools and techniques are developed to support competitive intelligence efforts made by the organization. Such tools are categorized under different heads, depicted in the figure thus: each and every decision made by the organization is based on certain assumptions, competitive intelligence proves helpful in testing and validating those assumptions. Indeed, those areas that remain uncovered by the organization's assumptions are also considered by it. Competitive intelligence is of great help in crafting strategies for competing with other firms, by developing an understanding of the industry and the competitors as well. It is beneficial in identifying the strengths, weakness, opportunities, and threats. By engaging in competitive intelligence, the firm can successfully become the market leader and find best practices to do business. Aligning with above, we may agree with Fuld (2006) who sees CI as a way of life and a process thus if Nigerian university libraries apply it correctly, it becomes a way of life for every librarian in the libraries. Also it will become a process by which critical information is available for

the librarians in public universities. Thus, the process might be helped by information technology whereby the success rests on the patrons of the libraries.

Intelligence needs

Herring (2006) divided the intelligence needs of corporation into three basic categories namely: strategic decisions and actions; topics requiring early warning and profiles, characteristics and descriptions of the key players. Survival is critical to any establishment. In order to survive, let alone prosper, in a changed competitive environment, they will have to take a new view of that environment. The value of knowledge building in pooling decisions and actions to secure a competitive edge over competitors that have access to very much the same information is recognized. It follows therefore that by conducting CI effectively, these factors can be addressed and could put public academic libraries on the road of recovering patrons interest and loyalty.

M-Brain (2015) further breaks intelligence need into seven categories. First is considering previous feedback. This involves going through the feedback received from the last report or presentation in detail and reading between the lines so as to bring a great deal of insights into the true needs of the stakeholder. Second is doing ones basic homework, that always knows what one is getting into and never walks into a needs analysis unprepared. It is being up to date with the latest objectives, organizational structures/changes, competitor activity, market movements, etc. The third is putting oneself in the decision makers' shoes. This is to involve putting oneself in the shoes of the person one is talking to that is try to understand the decisions that this person needs to make and the pressures that this person feels. The forth is to avoid rambling in the sense that in a meeting room there is need to just focus on asking the right questions to get the person to talk about his/her needs using open-ended questions about blind spots, threats, challenges, risks, opportunities, ambitions and listen to the answers.

The cycle of CI is central in discussing the intelligence needs. The CIA describes the intelligence cycle as "the process by which raw information is acquired, gathered, transmitted, evaluated, analyzed and made available as finished intelligence for policymakers to use in decision-making and action." CIA considers five steps which constitute this cycle namely: planning and direction; collection and research; processing and storage; analysis and production; dissemination and delivery. Information is said to be power. According to (Choo, 2003) as regard information products generated by the activity of CI, attention must be drawn to the cycle of activities that transform information into intelligence, which would be based, therefore, on strategic planning and direction-setting activities, before following on to the collection of information itself and subsequently, to the analysis phase. Furthermore, it would go through the stage of the systematic dissemination of this intelligence in the user areas of the organization. For the organizational environment, this stage may be seen as a product to be delivered by the CI activity to the organization.

For Choo (2003), the CI activity starts from an analysis phase of the systematically gathered information about the external environment. The external information, on being internalized, needs to follow internal flows to construct meaning. After the information has been collected, processed and filtered, one has the main products of CI, which are delivered as reports, clippings, analyses or information dossiers. According to Marin and Poulter (2004), these products are the result of the monitoring of competitors, market news, financial statements, and changes in legal scope, patents, brands and copyright. Gilad (2003) opines that one of the main needs of an organization is to avoid the creation of blind spots, that is, those that occur due to the supremacy of internal conviction about the facts and data gathered from the environment; a conviction that may lead to unsuitable judgments and lead to incorrect decisions that affect the organization's performance. In this sense, the understanding of the internal environment, reducing the blind spots and contributing to the optimization of decision making processes in organizations is the role of CI.

Vidigal (2011) argues that the essence of CI is not in the use of technological resources. Rather, CI professionals greatly depend on numerous secondary sources of information, which in turn will be more accessible with the availability of technological tools, indubitably less valuable than the primary sources, which involve a more personal aspect approach. This argument is corroborated by the contribution of Marin and Poulter (2004) who according to them, technology in CI is only one of the parts of the process and it is more present in organizations with greater complexity of strategic information use. In Murphy's (2006) understanding, CI must be something developed in a conscious, directed, systematic and planned manner - procedures that according to the author are approved by the majority of successful companies. CI is said to be adopted with a view to the preservation of large corporations with ample resources, but it may also be useful and essential to smaller organizations. The fundamental difference highlighted by Murphy (2006) is in the attitude and adoption of a planned proposal for the activity. In this sense, a common error is the fact that organizations dedicate excessive attention to intelligence focused on competitors and the threats that they pose to the organization.

Prescott (1999) argues that the vast majorities of the employees appreciate the value of CI and participate in the process including counter-intelligence efforts. Data analysis is viewed as extensive with qualitative input often dominating quantitative data. The intelligence is integrated directly into strategic decisions often through sophisticated information systems. Top management uses CI as one of the ways it shapes the future of the organization and considers it an integral part of the learning organization. According to Prescott (1999) a key component of the companies of the future is that managing behavioural dimensions of CI becomes critical. While collection and analysis are important, how organizations mobilize the informal CI process will determine their effectiveness. The simplest and most ubiquitous (though interestingly often driven the least real value) is reporting. Reporting

tells us all about what has already happened. One of the key things about reporting is that it is very static. A key limitation to reports is that, even if they are very parameter driven, they do not allow users the ability to dig more deeply, aggregate up, etc. thus limiting the insights they deliver. Also, by definition, reports are backward looking limiting their value for forward-thinking decisions. Reporting is important (even necessary) but rarely do reports make it obvious what to do next—what to change, what to keep the same, etc. Reports, queries and search tools give an excellent sense of current or past state and pretty much end there.

The next function up the complexity and value ladder is analysis that focuses on why things happened which is much more valuable for contributing to making good decisions. This is the world of visualization and Online Analytical Processing (OLAP). Graphs and infographics can connect data elements and present them in a way that makes their relationships more obvious; statistical processes can be brought to bear on the data to give us a sense of how reliable those conclusions are; and OLAP tools let us explore these relationships by drilling down to more granularity, up to higher levels of aggregation and across to find relationships that were not immediately obvious. The critical difference between reporting and analysis is that ability to explore the data and relationships in an efficient way as opposed to being limited to a rigid view of the information. OLAP and visualization tools are keys to this competency.

Monitoring takes us another level higher in complexity. Monitoring tells us exactly what is happening now. It can provide immense value by allowing us to identify issues, intervene and correct in near real time rather than waiting for a report to tell us how badly we did and the ensuing post mortem analysis to tell us why the bad results occurred. Dashboards, scorecards and alerts allow us to make decisions to create good results proactively and avoid bad performance before it accumulates. There is actually a term for this particular form of monitoring known as operational business intelligence, sometimes called real-time business intelligence. It is an approach to data analysis that enables decisions based on the real-time data companies generate and use on a day-to-day basis. This use leverages business intelligence tools and algorithms to improve the day-to-day activities of front-line workers. Examples include tools to help control expenses, utilities, monitor renewals, etc.

Relevance of SWOT Analysis in Tertiary institutions' Library Operation

The CI activity involves different practices that cover information analysis arising from the political, socio-cultural, technological, ecological and natural environment and particularly the regulatory or legal environment. Fuld (2006) points out that CI is a tool to alert management to early warnings of both threats and opportunities. This points to the fact that there is need for management of libraries to carry out strength, weakness, opportunity and threat (SWOT) analysis from time to time so as to have competitive edge. SWOT analysis (or SWOT matrix) is a strategic planning technique used to help a

person or organization identify the Strengths, Weaknesses, Opportunities, and Threats related to business competition or project planning. It is intended to specify the objectives of the business venture or project and identify the internal and external factors that are favourable and unfavourable to achieving those objectives.

Some authors credit SWOT to Albert Humphrey, who led a convention at the Stanford Research Institute (now SRI International) in the 1960s and 1970s using data from Fortune 500 companies. However, Humphrey himself did not claim the creation of SWOT thus the origins remain obscure. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage. Strengths and Weakness are frequently internally-related, while Opportunities and Threats commonly focus on environmental placement. Strengths involves characteristics of the business or project that give it an advantage over others while Weaknesses is attached to characteristics of the business that place the business or project at a disadvantage relative to others. Opportunities on the other hand constitutes elements in the environment that the business or project could exploit to its advantage while Threats are elements in the environment that could cause trouble for the business or project.

As outlined by Gilad (2006), compatible and complimentary areas which also reside within the domain of intelligence are risk assessments, intelligence estimates, war gaming, scenario developments (and testing), stage-gate analysis, blind spot laundry, management assumptions, blue ocean opportunities, proactive asymmetric strategy and early warning. Besides, the Society of Competitive Intelligence Professionals (2008) posits CI as the process of ethically collecting, analyzing and disseminating actionable intelligence regarding the implications of the business environment, competitors, and the organization itself. The society further states that CI transforms raw information into intelligence to support business decisions. This information can come in a myriad of forms including annual reports of competitors, customers' or suppliers' feedback, industry experts, regulatory filings, and trade show activities. CI techniques systematically and ethically gather, analyze and disseminate external information that can assist with organizational decision-making and the design of strategic and operational plans (Society of Competitive Intelligence Professionals, 2008). Examples of CI include benchmarking, background checks, competitor assessments, network analysis, and war gaming and won-loss analysis.

The contribution of library professionals as regard SWOT was revealed by <http://www.template.org>. The strengths of the library is said to include collection, knowledgeable staff, library as place, library as a pivotal point in the institution, quiet place to work, more bang for the information buck, efficient searching; cost-effective searching, well organized information, quality information, new technologies outstanding customer service, responds to customer (the organization's staff) needs, knowledge and understanding of information organization and structure, service-oriented staff networking librarians.

Each library needs to consider its library's strongest contributions to its community, consider what the library does that none else does and what users like best about your library.

Weaknesses is perceived gaps in the collection, less work all the time, library is in a bad or not easily-accessed location, librarian gets in a rut, position in the organizational chart not good; reports to the wrong supervisor, librarian need to learn a new language, librarian doesn't investigate customers' needs, awareness of the library and what we do, among the organization's staff, librarian makes assumptions, librarian focuses on the wrong problems. Other weaknesses is said to include inadequate Staff Resources, lack of staff renewal, no succession plan, loss of experience and knowledge, aging staff, fatigue, burnout heavy workloads limit opportunities, cannot meet growing user demands, no time to write grant proposals and no systems support to put up new databases. The professionals state further the need to consider areas the library have fewer resources than its need, areas that needs improvement and the areas users wish the library did better.

It is further revealed in <http://www.template.org> that library professionals list opportunities to include electric medical records, digitization information orders (electronic latch), weekend/evening access; after-hours service network access; wireless newsletter articles; editing, open access movement, internet availability, teaching classes. The professionals suggest that to identify further opportunities there is to know what users want, Library web site Self-service Desktop delivery of articles and any time, any place library, table of contents via email, cooperative purchasing and market research. Also there is need to find out what could be done if only the library had the resources to do it, what is happening in the world now that the library is expected to take advantage of and how the library strengths open doors to opportunities for the library.

As regards threats, the library professionals see internet as major threat because internet has all the information for free. The internet and all forms of computer mediated technologies is seen as more convenient than going to the library. The Internet is more fun end-user searches. Other threats are assumed to include publication costs and increases, perception of the library as a monetary black hole whereby the library needs an identity; needs branding. hot buttons, e.g., current political situation, disaster management, library staffing levels, users not coming into library; low reimbursement; low patient census administrations' lack of understanding of the library, administration has different priorities, information access and decision-making, standardization enmeshment. Another major threat that face the library is that of safety and security problems (Ugah, 2002). Other issues include the library building itself, the collections, the staff, and the users. The library professionals suggest further the need to find out happenings in the world that could impact the library negatively, what library services are provided elsewhere with greater ease for users and what weaknesses leave the library vulnerable to cuts in or competition for its services.

Application of Intelligence Needs in Promotion of Users Patronage in the Tertiary Institutions' Libraries

The basis for CI revolves around decisions made by managers about the positioning of services to maximize the value of the capabilities that distinguish it from its competitors (Johnson, 2018). Failure to collect, analyze and act upon competitive information in an organized fashion can lead to the failure of the firm itself. In the field of information science, the understanding of the strategic management of information is frequently guided by the contribution of Choo (1998). He stressed that under the perspective of information, any change or development in the external organizational environment creates signals and messages the organizations should pay attention to. These signals may be weak (when they are difficult to detect), confusing (difficult to analyze) or spurious (when they do not indicate true or real changes). According to Bergeron and Hiller (2002) an organization must develop and sustain effective information and maintain knowledge management processes, such as CI to achieve its strategic goal and competitive advantages.

The need for public tertiary institutions' libraries in Ondo State to be aware of developments in their environment ought to be a concept that is well understood, appreciated, and well represented in the writings. Nearly 30 years ago, Porter (1980) reported that whilst companies were carrying this activity out informally, in his opinion, this was nowhere near sufficient. He advocated the need for a structured intelligence process at all times in order to continuously and systematically identify institution opportunities and threats. According to him intelligence helps institution sustain and develop distinct competitive advantages by using the entire organization and its networks to develop actionable insights about the environment (customers, competitor, regulars, technology and infrastructure. Intelligence uses a systematic and ethical process involving, planning, collection, analysis, communication and management (Calof, 2008).

Competitive intelligence is a critical precondition for achieving value-added service delivery in library and information centres. Steeney (1997), Yang, Hwang and Chem (2011); Broady-Preston and Swain (2012) note that adding value implies a customer got more than what they expected for the money they pay. It implies creating library services with attraction. It also means adding value to library user's lives which denotes that libraries must surprise users with additional services which users did not expect. Value-added also implies that the services are valuable in relation to the money paid by the user they for satisfaction, impression and willingness to come again for the services. The incorporation of new services in public tertiary institutions' libraries provide a leap and add value to users. The influx of many satisfied users with their services enables librarians to know how to add value to their services and remain relevant in a competitive educational environment.

The library as an institution exists for the benefit of a given constituency, whether it is the citizens of a community, members of an educational institution or some larger or more specialized group. CI is

saddled with collecting, analyzing and distributing information on the external environment in which an organization operates (Fleshier and Bensoussan, 2007; Jin, 2011). CI is the process by which organization systematically and legally collects, organizes, analyzes and distributes information about its competitors or competitive environment in order to obtain or maintain competitive advantage on the market place (Jin, 2011). According to Haliso and Aina (2012) CI requires competitive approach in libraries to apply ability to seek information from other counterpart's libraries and make use of the information to provide quality services and be in a better position than others. It may be argued that the major reason for setting up library in any institution of higher learning is for service delivery. Thus, librarians and information scientists are imbued to serve people through the provision of access to quality information resources in either print or electronic formats through which people's standard of living are improved, dreams are actualized, education is sustained, sound decisions are made and executed, freedom of expression is enhanced and information resources are preserved for posterity. The proliferation of information in different formats and the attendant complexity in retrieval processes have promoted and sustained the need for society to share resources, works, ideas and information.

In public tertiary institutions' libraries today, there exist some organizations that are competing with their services which include: internet and web sites providers, telecommunication (telephone) operators, social media, e-journals and e-books providers, de-preeve, Online vendors e.g. Ebscohost, Jstor, mylibrary, Science direct, agora, e-granary etc., special and private information centres, archives and documentation centres (Yaya., Achonna., & Osisanwo, 2014). According to their findings the competitors are equipped with sophisticated technology, current library resources and adequate funding that enhance their ability to provide much needed information to the information seekers. They appear to be making information users to develop little or no interest in visiting the library for any help, except during examination period when some appear to read for exam purpose only. Thus librarians of public tertiary institutions' libraries do not apply necessary intelligence skill to gather actionable information and make decision on the relevant educational resources they have to select, acquire, process and disseminate to satisfy the information needs of the library users. In acquiring educational resources into the library, most librarian seem to be just sitting in his office and get materials single handily without carrying the major stake holders (i.e. students, lecturers and other staff) along in this important task. If urgent steps are not taken these organizations may send librarians out of their laudable profession.

Excellent functional and attractive library services are expected to be provided for the enrichment of users academic pursuits. These services include lending services, inter-library loan and document delivery service, provision of seating and study facilities, reference services, current awareness service, exhibition and displays, library publications and user education (Adewusi, 2020). Other

services include information literacy programme, literature search service, selective dissemination of information (SDI), retrieval services, translation service, extension and outreach services such as faculty, departmental and hall of residence libraries, and rental of library premises for public usage. A critical review of these services using intelligence to determine the current status along with other competing libraries will go a long way in gathering information that would help in improving the existing services.

Yaya., Achonna., & Osisanwo (2014) pointed out the exposition of users to the use of current information technology infrastructure has shifted users' loyalty from the university library available services. In applying competitive intelligence into the operations of academic library, a careful analysis of intelligence needs involving the process of planning and direction, information collection and gathering, analyzing and disseminating of information would be used. In planning and direction, the first step is to know what is causing the library to lose its competitive advantage, resulting in the loss of patronage. To do that, librarians have to know the strategies other advanced libraries have rolled out and analyze why they are working better than yours are. According to Nikolaos and Evangelia (2012) this is the first stage of the intelligence cycle, which requires the identification of the key intelligence topics and the determination of the course the CI practitioner should take in completing the analysis. The planning and direction step can also be thought as the other end of the intelligence cycle, since once the desired intelligence is delivered to the decision makers the subsequent actions will prompt further intelligence requirements (Kahaner, 1997 in Bartes, 2014). What this implies is that when competing libraries strategies work to the extent they are taking business away from your libraries, there is need to act quickly to minimize the damage of losing patrons' loyalty.

Collection of information is the second phase involving gathering of raw information from which the required intelligence should be generated. A large amount of the collected information comes from publicly available materials, which include periodicals, annual reports, books, internet sources, newspapers and other printed or unprinted sources (Yaya., Achonna., & Osisanwo, 2014). Most CI practitioners find all the information they require ethically and legally. The publisher catalogues or the vendors' lists may be sent to the researchers or experts in that field of knowledge asking them to select relevant materials for their subject areas. These are done so that relevant stakeholders in the university community will take active part in the selection and acquisition of the library collections.

The keys to the successful utilization of competitive intelligence are analysis of data and synthesis of information. However, before analysis and synthesis can take place, there must be a reliable font of information. Information should come from reliable sources and be verified and validated as to its veracity (Gross, 2000).The analysis phase is known to be the most challenging part of the intelligence

cycle, since it requires high skilled CI practitioners. More specifically, the person performing such an analysis needs to weigh information, look for patterns and come up with different scenarios based on what the analyst has discovered (Nikolaos and Evangelia, 2012). In addition, Taib et al., (2008) point out that in practice, there are always two ways in which analysis is used in the entire process. The first is the use of analysis to make a selection, such as deciding which of a dozen news articles is most important to read. The second is the use of analysis to add value to one or more pieces of data. That according to them would mean, for example, adding a statement to a summary of an article indicating why and how its contents are important to the end-user. They argued however, that while CI analysts provide both types of analysis, end users most frequently only regard the latter process as really being analysis. Hence, if one does not use some analysis during the collection process, one will waste hours of time collecting useless information that takes you nowhere.

The last stage of the intelligence cycle is dissemination. It is the step where the CI practitioner communicates the results of the analysis to the decision makers. The analyst must be able to suggest possible courses of action based on the work analysis and provide useful recommendations which must be supported by logical arguments, if requested (Nikolaos and Evangelia, 2012). The hallmark of any academic library is to provide information to all information seekers and also to support the academic programmes of the parent institution. The librarian after the collation and careful analysis of the selected titles is expected to acquire the materials either through direct purchase, exchange, gift or by legal deposit; processed the acquired materials and then put them on the library shelves for easy accessibility by the library users.

According to Idiegbeyan-ose., & Ifeakachuku (2017) the clamour for widened access and greater demand for higher education in the twenty-first century has necessitated stiff competition within tertiary institutions. Competitive Intelligence approach is required to meticulously scan the competitors' environment with a view to maintaining relevance and gain competitive advantage on the market. Faculties, departments, vice chancellors, administration, research, publications, institutes, centres, campuslife, services are seriously contending the scarce resources within the university with a view to weakening the library (Yaya., Achonna., & Osisanwo, 2014). They contended that the academic library as a hub of scholarship must constantly seek to apply the principles of value-added services to its operations especially in the area of collection development, processing of library materials and dissemination of information. It is postulated that robust collection coupled with technology driven retrieval system as well as digital reference services would lead to greater user satisfaction and enhanced patronage of library services and resources thereby cumulating to value-added services to the users.

Conclusion

Public tertiary institutions' libraries in Ondo State, Nigeria, continue to face a number of competitive challenges and CI is one activity that could improve competitiveness. While awareness of the importance of CI is wide, it is still not practiced optimally in libraries. From librarians' perspective, the need for creating awareness of the benefits of CI is equally important. Awareness creation has been done with success in other countries through the co-operation between media advocacy, workshops, training organizations, academic courses as well as full support and participation of CI activities by the librarians. Information about strength, weakness, opportunity and threat (SWOT) analysis from time to time should be discussed for utilization so as to have competitive edge over other competing factors such as faculties, departments, vice chancellors, administration, bursary, research, publications, institutes, centres, campuslife and services in the university communities.

Recommendations

Public tertiary institutions' libraries in Ondo State must be active contestants in the race for financial support or fall increasingly to the periphery of their institution's strategic vision. The only active weapon to contest the challenge of this poor scenario as observed in the state public tertiary institution libraries in Ondo State is the application of competitive intelligence needs. Academic libraries must struggle for recognition in the midst of competing factors such as faculties, departments, vice chancellors, administration, bursary, research, publications, institutes, centres, campuslife and services in the university communities. Librarians need to reposition the fulcrum and re-conceive the kinds of leverage they can provide to faculty and student productivity. For the libraries to achieve the necessary transformation and remain vital forces on campus in the years ahead, they must evolve from institutions perceived primarily as the domain of the book to institutions that users clearly perceive as providing pathways to high-quality information in a variety of media and information sources. Also, the culture of libraries and their staff must proceed beyond a mindset primarily of ownership and control to one that seeks to provide service and guidance in more useful ways, helping users find and use information that may be available through a range of providers, including libraries themselves, in electronic format. Furthermore, the libraries must assert their evolving roles in more active ways, both in the context of their institutions and in the increasingly competitive markets for information dissemination and retrieval. Libraries must descend from what many have regarded as an increasingly isolated perch of presumed privilege and enter the contentious race to advance in the market for information services. Librarians should broaden the catalogue of resources libraries provide in support of academic inquiry and discovery, foster the creation of new academic communities on campus support and manage the institution's intellectual capital and become more assertive in helping their institutions define strategic purposes. Libraries and their staffs need to pursue a delicate course in addressing both risks. Library staff must include people who see themselves as active contenders in a race for relevance, regard and resources.

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