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Application of Social Media in Marketing Library Resources and Services at Kyambogo University Library, Uganda

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Abstract

This study examined the application of social media (SM) in marketing library resources and services at Kyambogo University Library (KYUL). The study adopted a mixed method utilizing both quantitative and qualitative research approaches. The study revealed that: KYUL uses WhatsApp, Facebook, Twitter, and YouTube to market its resources and services. Other channels were Websites, emails, displays of new information resources, flyers, newsletters, user orientations, posters, and exhibitions. SM is considered a vital library marketing platform. However, the respondents raised various impediments to successful SM at KYUL. Based on the findings, the study made conclusions and recommendations.

Keywords: Social media, marketing of library resources and services, Kyambogo University

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1 Introduction

Marketing in the context of library and information services entails promoting the library and its services to attract the target users (Ifijeh et al., 2016). Marketing in the library setting is an ongoing conversation with the target audience, which combines promotion, publicity, public relations (PR), and advertising in an organised and strategic way (Potter, 2012). Marketing of library resources and services has become vital in recent times because of the invasion of and competition from other information-providing entities (Ofori, Markwei & Quagraine, 2020). Through effective marketing strategy, libraries can: raise awareness of the current and potential library users on the services provided; have the opportunity to introduce new information resources and services to users; increase the customer base of the library and ensure optimal utilisation of library resources; improve the users' perception of the library information resources and services; and achieve customer satisfaction, and customer retention, as well as realising a long-term customer relation (Iwu-James, Haliso & Ifijeh, 2020).

Traditionally, marketing of the university library resources and services is done through various platforms such as flyers, library publications, posters, websites, radios, and email alerts (Edewor, et al. 2016). The advent of Information and Communication Technology (ICT), which brings various competitors in information service delivery demands an innovative approach from

university libraries in reaching out to users, of which marketing is beneficial (Edewor, et al. 2016). With the aid of the Internet, contemporary university libraries have embraced a wide range of second-generation Webs (Web 2.0) technologies such as Rich Site Summary (RSS), Online Public Access Catalogs (OPAC 2.0), Wikis, Blogs, Google docs, and social networking sites. Web 2.0 technologies ushered in the social media (SM) revolution in university libraries by maximizing their potential in promoting interaction with library users, supporting user-generated content, and keeping abreast with dynamic user information needs (Patel & Bhatt, 2019).

Social media belong to Web 2.0 technologies, characterized by collaborative and multi-media technologies, and it has impacted the marketing of present-day libraries (Zhiwei & Muhammad, 2021). Social media technologies take on many different forms such as Blogs, Podcasts, Wikis, social networking sites, social bookmarking sites, photos, and video-sharing sites (Agena, Ojok & Achol, 2019). Once considered a fad, SM has grown exponentially over the last decade to become an essential component of the contemporary information economy (Deodato, 2018). The unique characteristics of SM with a high-tech, interactive blend and a human touch, gives valuable means for libraries to provide information resources and services beyond their physical walls. Thus, SM is regarded as an indispensable catalyst for the awareness, access, and utilisation of library resources and services (Alawadhi & Al-Daihani, 2018).

Over time, Uganda has registered a gradual increment in SM adoption as evident by the Global statistics, (2021). Due to the significant rise and uptake of SM tools in Uganda, the government of Uganda through the National Information Technology Authority-Uganda (NITA-U, 2013) developed a social media guide for the adoption and implementation of SM. The university libraries in Uganda also seem to have overwhelmingly incorporated various SM platforms to support library services, as evident by the SM links from most university library websites and online catalogues. This is an indication that university libraries appreciate the potential of SM tools in contemporary library services. However, the use of SM applications in marketing library resources and services in Uganda is yet to be established. The previous studies on social media in university settings in Uganda generally focused on; leveraging SM in high education (Mirembe, Lubega & Musoke, 2019); and the use of mobile technologies for SM-based service delivery (Buruga, 2016). Thus, the previous studies in Uganda did not pay attention to the use of SM in marketing university library resources and services, which created a knowledge gap that the current study intended to fill.

2 Statement of the Problem

Social media has become a vital marketing outlet for university libraries. Therefore, a systematic approach is taken by university libraries to develop a marketing strategy and implementing it in the era of SM (Beese, 2019). In Uganda, the National Information Technology Authority-Uganda (NITA-U, 2013), established the SM guide for the selection, implementation and management of SM platforms in public universities. However, most academic libraries including KYUL seem to implement SM on a trial-and-error basis without any guiding policy, framework, marketing plan, or user needs analysis. Moreover, Budu et al. (2020) argued that SM platforms have become vital for keeping present and would-be users well-versed with the university library services. The fear is that, if SM is not properly used in marketing library resources and services, they may remain unnoticed and underutilized. Although related studies have been conducted in other countries for

instance (Alawadhi & Al-daihani, 2018; Beese, 2019; Chiu, Cheng & Lam, 2020; Islam & Habiba, 2015; Jain, 2013; Jones & Harvey, 2019; Omini & Osuolate, 2019; Zubeda, 2018), no such studies have been conducted in Uganda and it is from this background that the study sought to establish the application of social media in marketing library resources and services at Kyambogo university library.

3 Research Questions

The study was designed to answer the following research questions;

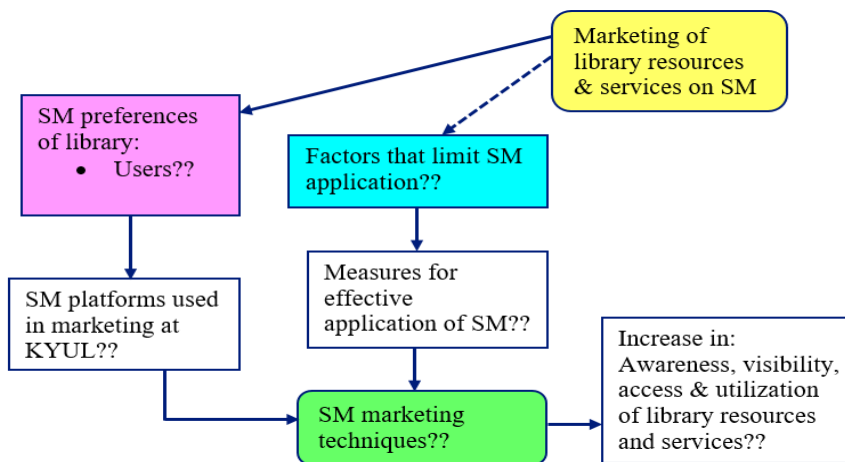
- i. What are the social media platforms and techniques used in marketing library resources and services at KYUL?
- ii. What are the social media preferences of library users?
- iii. What are the factors that limit the application of social media in marketing library resources and services?
- iv. What are the measures for the effective application of SM in marketing library resources and services?

4 Conceptual Framework

This study was guided by a conceptual framework illustrated in figure 1.1 below:

Figure 1: The Conceptual Framework

Independent variables. Intervening variables. Dependent variables.



Source: Researcher, 2021.

As illustrated above, the application of SM in marketing library resources and services is influenced by various factors. These include the SM preferences of the library users, the SM platforms used, factors that may limit SM application, the measures for effective application of SM, and the SM marketing techniques employed. However, in the process of marketing library resources and services, library users may have unique SM preferences. Further, various SM platforms may be used. There could also be unique factors that limit the application of SM in marketing library resources and services. On the same note, there could also be unique measures used to enhance SM applications. In addition, there could be unique SM marketing techniques employed at KYUL. Thus, the effective application of SM in marketing library resources and

services should greatly enhance awareness, visibility, access, and utilization of library resources and services, in the current digital era.

5 Literature Review

The literature was reviewed according to the themes derived from the study objectives, as follows:

5.1 Library Resources and Services

University libraries provided access to a multifaceted electronic resources databases and journals, which include; research4life databases, sage publications, Wiley online library, Emerald, JSTORE, PUBMED, Google scholar, TRIP databases, British medical journal, Oxford journals, England journal of medicine, Natural journal, and Cambridge journals (Ruzegae & Msonde, 2021). The study conducted by Jatto & Bakare (2021), established that the students in Nigeria were able to access various library resources such as textbooks, journals, reference masteries, newspapers, online journals, electronic books, and Grey literature. This means that university libraries provide access to various resources.

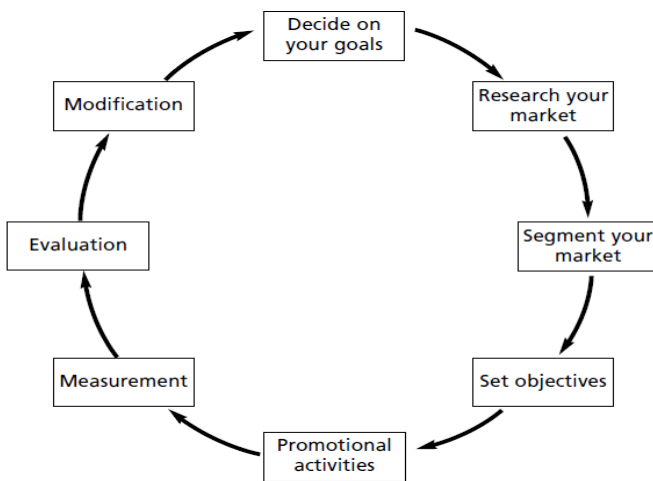
The services offered by university libraries to the users include; reference services, referral services, circulation services, interlibrary loan services, Selective Dissemination of Information (SDA), Current Awareness Services (CAS), Bibliographic information services, abstracting, and indexing, readers' advisory, and information literacy services (Edewor et al., 2016). In addition, it was revealed that various library services were offered including; reference services, user orientation services, computer/Internet services, reprographic services, staff assistance services, serial services, bindery services, disability support services, cataloguing and classification services, circulation services, user registration, current awareness services, book reserve services, recreation services, research assistance services, open and closed access services, preservation and conservation services, and interlibrary loan services (Udem, Ikenwe, & Ugwuamoke, 2020).

5.2 Marketing of Library Services

To remain relevant to the current generation of tech-savvy library users, the marketing functions need to be given a high priority among other library activities, by establishing a formalised marketing plan to guide all the marketing-related activities. There should also be a regular training programme for librarians towards equipping them with marketing skills and keeping them abreast with the latest trends in modern marketing. University libraries must also embrace new marketing tools such as the current SM platforms to increase their visibility and to help publicize their services to users (Ofori, Markwei & Quagraine 2020).

Similarly, Potter (2012) argued that libraries just like other organisations require a marketing plan to guide the marketing process. And that many companies only focus on promotional activities which are only one aspect of marketing. Thus, the marketing plan is a vital guiding tool that incorporates all the aspects of marketing including; market research, segmentation, promotional strategies, measurement, and evaluation. Hence, Potter, (2012), presented the marketing cycle, which incorporates critical elements of the marketing plan, which are vital for effective marketing from a library perspective, as illustrated in figure 2 below:

Figure 2: The Marketing Cycle



Source: Adopted from Potter, (2012)

Figure 2 above illustrates that the marketing cycle entails; making decisions on the overall marketing goals of the institution, conducting market research to determine the user needs, segmentation of the market based on their unique needs and setting specific objectives by which the overall marketing goals and the user needs shall be achieved, deciding on the appropriate promotional strategies for the specific market segment and using appropriate channels, measurement of the number of users impacted by the promotional activities, evaluation of the achievements and the hindrances, and possible modifications based on the evaluation results. Thus, Potter’s marketing cycle acts as a brief checklist for the development of the marketing plan for any institution, which libraries and information centres can leverage to ensure effective marketing strategies.

5.3 Traditional versus Social Media Marketing

Jian (2013) observed that SM consists of various user-driven marketing channels such as Facebook, Twitter, Blogs, YouTube, Flickr, and Pinterest. Moreover, SM marketing has several benefits over traditional marketing as displayed in Table 1 below:

Table 1: Traditional versus Social Media Marketing

Traditional marketing	Social Media marketing
Time-consuming	Time-saving and instant
Expensive	Cost-effective
Monotonous	Exciting
Limitations to reaching the community	Reachable to the community instantly
Static	Versatile
Limited means for marketing	A range of SM channels for marketing
Allows little or no interaction with the user community	Brings librarians to users and vice versa
One-way	Collaborative
Passive	Interactive
Time-bound	No time limitation, round-the-clock access
Marketing limited within the library walls	Virtual and Borderless library marketing

Source: Adopted from Jian (2013), and modified.

It is evident from Table 1 that, SM has transformed traditional marketing beyond the library walls any time anywhere. Moreover, McKenna (2011) stated that SM has offered libraries and their users the ability to become publishers and thus marketers.

5.4 Some of the Social Media Platforms used to Market

Bhardwaj & Jain, (2016) noted that the methods of marketing have changed from print media to social media. For example, Wikis, blogs, Facebook, Twitter, Flickr, and YouTube, to mention a few can be used to foster the usage of library resources and services. Citing that libraries are under tremendous pressure to cope with users' demands and libraries must adopt modern tools and techniques for marketing library resources and services, to satisfy diverse user groups. It has also been observed that marketing of library resources and services can be effectively done through various SM platforms including; Facebook, LinkedIn, Twitter, YouTube, Pinterest, and Tumblr. Therefore, the libraries must determine the most suitable SM tools to market their services (Islam & Habiba, 2015; Zubeda, 2018). Regarding marketing library and information services, the most widely used SM platforms are elaborated as follows:

Facebook is a popular and free social networking website that allows users to create profiles, upload photographs, and videos, send images and keep in touch with friends, family, and colleagues. Facebook is the most popular SM platform for creating library awareness and marketing (Chu & Du, 2013). Through the Facebook page, librarians can draw users' attention to useful hidden treasures of the library that library users have forgotten or are not aware of, such as grey literature (Potter, 2012). Using Facebook the library user community can be made aware of and updated on the library events by creating descriptive hashtags, such as #e-resources-trainings, which can also be used on other sites such as Twitter (Mundt, 2013). Facebook video streaming is vital for marketing the library by conducting virtual user education and showcasing unique library services. For example, demonstrating how users can employ Boolean operators "AND, OR, IF, THEN, EXCEPT and NOT" to access e-resources that the library subscribes to.

Twitter is yet another popular SM platform that can be used to market library services. It is a micro-blogging network of real posts and all posts are limited to 140 characters or less. Twitter can be used to keep librarians and users updated on the library's daily activities and events. For example, users can utilize this platform to make inquiries about the availability of particular information resources. Twitter can also be used to give library service alerts through instant messaging (Ezeani & Igwesi, 2012).

A blog (also called a weblog) is a website consisting of entries (also called posts) appearing in reverse chronological order with the most recent entry appearing first (similar to the format of a daily journal). Ekoja (2011) stated that blogs are very helpful in marketing library services such as; new acquisitions, opening hours, library events and programmes, and online discussions. Ezeani & Igwesi, (2012) clarified that by using blogs, libraries can periodically post messages, share information on a popular subject or issue, and allow users to contribute to the content. They can also write articles, and news on topical issues to attract instant reactions from users.

WhatsApp is a social media platform, which can be used for interactions between librarians and their colleagues and to promote library services to users. WhatsApp is a cross-platform

messaging application that allows instant content creation and exchange (<https://whatsapp.com>). WhatsApp can be used to market library resources and services in various ways. The librarians can use WhatsApp to offer instant feedback to users, thus improving the image of the library, and relationships with the users.

Flicker is a website for photographs and video sharing, where one can easily and quickly post and share photographs and videos up to 20 MBs a month for free. It is an excellent marketing tool. Librarians can use Flickr to market general library services to current and would-be users. Flickr can also be used to create current awareness services, and to keep users abreast of the available relevant resources (Ezeani & Igwesi, 2012).

Pinterest is an online pinboard that allows users to organize and share things. Pinterest provides a great venue to market library resources. A library can make its profile and create boards, pinning photographs and videos showcasing the library services. For example, in the university library setting, Pinterest can be used to market library resources in various ways, such as pinning images of book covers, showcasing historic archives, creating reading lists, sharing new acquisitions, craft projects, and library displays (Jain, 2013).

5.5 Social Media Marketing Techniques in University Libraries

Marketing has long been integral to the provision of university library resources and services. Dryden (2013) observed that it is no longer sufficient to simply be good at what you do, you must also be skilful at communicating it, which calls for the marketing of library services. Islam & Habiba, (2015) observed that different SM marketing techniques may be employed in the university library setting, including; posting of contents and events, posting images of book covers, video streaming, and tutorials on the usage of resources, as well as the use of paid SM advertisements to promote resources and services offered by the library.

Ananda, Hernandez-Garcia, & Lambert (2016) also stated that the marketing of organizations' goods and services on the SM is directed by the marketing objectives, strategic plans and SM marketing drivers such as the Internet. It also includes SM marketing strategic actions such as; listening in, public relations, and value addition, which may also apply to university libraries. Zubeda, (2018) also revealed that the tactics for marketing library resources and services on SM entailed: posting updates on the SM timeline, creation of online competition with incentives, provision of user guide online, provision of links to library resources on desired SM platforms, and online sensitisation campaigns, to attract current and potential library users.

5.6 Social Media Preferences of the Library Users

Different scholars have acknowledged that library users prefer different SM platforms. Howard, et al., (2018), observed that students of Purdue University in West Lafayette, Indiana used Facebook, YouTube, and Snapchat more than other SM types. It was also reported that the students preferred to see the library on Facebook, Twitter, and Instagram but they did not want to receive business news or content related to library resources on Snapchat. According to Mirembe, Lubega, & Musoke (2019), the highest used SM platforms in the selected universities in Uganda were; WhatsApp, Facebook, YouTube, Twitter, Instagram, and Snapchat respectively. It was also observed that WhatsApp and Facebook were mainly used for social interactions,

while YouTube was mainly used by both students and lecturers for accessing educational content in form of videos.

5.7 Significance of Social Media in Marketing University Libraries

The use of SM in marketing university library resources and services has become a necessary ingredient for the survival of university libraries (Quadri & Idowu, 2016). Alawadhi & Al-daihani (2018) stated that SM is a leveraging tool that should be effectively used by university libraries to create, deliver, and share information resources and services with library users. They further stated that marketing library resources and services through SM can enable university libraries to develop networks through which users and potential users interact and communicate their information needs. Noting that SM has the potential to increase users' awareness of university libraries and their services, resources, activities, events, and new arrivals.

Deodato (2018) cited the benefits of SM platforms from a library perspective to include: greater visibility, improved user relations, and increased user feedback. In addition, Olajide & Alao (2016) asserted that SM has been identified as having the advantage of real-time conversation, coupled with the opportunity for the exchange of information in various formats, as well as being the most versatile tool for collaborative communication and creativity. On the same note, Beese, (2019) highlighted the ten reasons established by the Bochum university library team in Germany, as to why a strong SM presence for university libraries is essential, as listed below:

- Enhancement of general visibility of library resources and services in the virtual platforms,
- Re-enforcing the reputation and credibility of expertise concerning technology and digital services,
- Fostering a positive library image transformation,
- Emphasis on the library's service portfolio,
- Sources of trustworthy information,
- Straightforward and low threshold interaction with users,
- Strengthening the connection with the user community,
- The possibility to cater to a specific user group,
- The benefit of staying up-to-date, and
- Strengthening the internal corporate identity.

It was also noted that before the team at Bochum university library came up with the 10 points list, they underwent a lot of trial and error to find out what would work best. Hence, all types of libraries need to understand the value of a strong SM presence towards the attainment of the library's goals and objectives.

In addition, Alawadhi & Al-daihani (2018) observed that academic librarians had a positive perception of the use of SM. Citing key motivating factors for the use of SM platforms in marketing library information resources and services as; the usefulness of SM platforms in raising awareness, providing a needs analysis, and in user satisfaction assessment. Further, it was noted that management support is essential in encouraging the application of SM in marketing library resources and services.

Similarly, Magoi, Aspura & Abrizah, (2017), conducted a literature review to establish the usefulness and hindrances in SM engagement for university libraries. The literature review confirmed that SM is becoming a powerful additional organ in university library services. It also emerged that SM is being used for; marketing and promotion of library services, social interaction, professional/self-development, media sharing, and two-way communication with library users. Thus, SM was considered to be an essential platform for achieving the objectives of 21st-century libraries and information centers.

5.8 Factors that Impede Social Media Applications in a University Library

Owusu-Ansah, et al. (2015) highlighted the key challenges that affect the application of SM in libraries as; limited librarian support and low usage rate. This implies that effective SM application for instance, in university libraries lies upon the commitment of the librarians towards embracing the technology. On the same note, Alvanoudi & Vozana (2019) observed that university librarians consider SM such as Facebook as being outside the scope of professional librarians. Moreover, Alawadhi & Al-daihani, (2018) stated that the management support for the use of SM for library marketing was poor in Kuwait. This calls for the library management to take advantage of the opportunities offered by SM and fully embrace it as part of the library marketing toolkit.

The factors that hinder the effective application of SM in most university libraries as reported by other studies include; electrical failures, security and privacy issues, and lack of advanced IT skilled personnel. Other hindrances were; unreliable internet connectivity, lack of SM librarians, financial constraints, and lack of SM marketing strategy (Islam and Habiba, 2015; Owusu-Ansah, et al., 2015). Further, Buruga (2016) revealed that the major challenges to the effective use of mobile and SM tools were; unreliable internet, lack of dedicated librarians to manage SM platforms, limited skills to use SM tools, lack of SM guiding policies, and unreliable electricity supply.

Indeed, Magoi, Aspura and Abrizah (2019), conducted a literature review and establish that SM applications in university libraries are limited by several factors, which included; lack of awareness of SM tools, limited institutional control, inadequate relevant skills, shortage of technical infrastructure, and privacy risks. However, it was established that the advantages of SM in university libraries outweigh its disadvantages. Thus, SM was considered to be a state-of-the-art tool for achieving the objectives of modern libraries and information centres.

6 Methodology

The study on which this article is based adopted a case study design. Neuman (2014) observed that a case study design is used for an in-depth and detailed study of a person, social group, institution, or program. The study also adopted a mixed research method in a single study and triangulated; qualitative and quantitative data sources and data collection methods. Specifically, the study employed a triangulation mixed research approach, in which quantitative and qualitative data were collected and analysed separately in the same study in accordance (Creswell & Creswell, 2018). The study was conducted at KYUL, which had five service centres: the Central Library provides information resources and services in all disciplines; the Barclays Library for social sciences, business, and management; West End Library for

engineering, science and technology; the Faculty of Education Library and the Faculty of Special Needs and Rehabilitation (FSNR) Library.

The target population comprised 35 Kyambogo university librarians reflected in the KYUL staff list (2021), and 31822 library users indicated in the KYUL Integrated System, (2021), as summarized in table 2 below:

Table 2: Summary of the Study Population

Population Category	Target population
The librarians	35
The library users	31,822
Total	31,857

Source: KYUL staff list & KYUL Integrated System, (2021)

The study also employed a mixed sampling design, representing both probability and nonprobability sampling techniques. The mixed sampling techniques comprised of systematic and purposive sampling. Specifically, the researcher employed a maximum variation purposive sampling method. Also known as the heterogeneous purposive sampling method, which ensures that many insights as possible are obtained on the phenomenon under investigation (Etikan, Musa & Alkassim, 2015). The heterogeneous purposive sampling was based on: the position, experience, and unique roles of the librarians at KYUL.

The data collection methods were the interview method using an unstructured interview schedule, and the questionnaire method using semi-structured questionnaires. Data quality was enhanced by observing the accuracy, validity, and reliability of data collection instruments and sources. To boost data quality, the researcher also audio-recorded the interviews. The quantitative data for this study was collected using the kobo toolbox. The data was then exported to Statistical Package for Social Sciences (SPSS) for analysis and validation of the quantitative data. The thematic data analysis method was adopted for the analysis of the qualitative data of the study, according to themes derived from the objectives of the study.

7 Presentation and Discussion of Findings

The findings of this study are systematically presented according to the themes derived from the study objectives.

The Response Rate of the Library Users

The questionnaires were employed to obtain data from the systematically selected library users, which comprised of the students, lecturers, and independent researchers. The response rate of the library users has been presented in table 3 below:

Table 3: The Response Rate of the Library Users

Population Category	Target Population	Sample	Responses	Percentage
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		size		response
Library users (Students, Lectures, and independent researchers)	31,822	395	324	82%

Source: Field data (2021)

The finding indicates that, out of 395 library users that were systematically sampled and issued either electronic and/or manual questionnaires, a total of 324 (82%) responded to the study.

Meanwhile, the librarians were purposively selected for interviews. The saturation point was reached at the 17th interview. To ensure the anonymity of the seventeen (17) librarians who were interviewed, the researcher allocated unique codes as follows: L1, L2, L3, L4, L5, L6, L7, L8, L9, L10, L11, L12, L13, L14, L15, L16, and L17. The researcher further categorised the librarians according to their levels of management. Thus, L1- L5 belonged to the top-level management, L6- L12 belonged to the middle-level library managers, and L13- L17 were the lower-level managers.

7.1 The SM Platforms and Marketing Techniques used at KYUL

The study investigated the types of SM platforms and SM marketing techniques being used at KYUL and whether SM is considered a vital tool for marketing library resources and services.

The SM Platforms used to Market Library Resources and Services at KYUL

The librarians were asked to specify the SM platforms being used in marketing library resources and services. This was aimed at establishing the types of SM platforms being used at KYUL for purposes of marketing library resources and services.

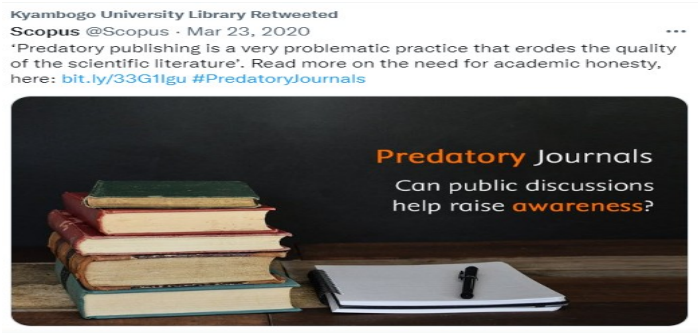
The finding indicated that marketing of resources and services at KYUL was being done on WhatsApp, Facebook, Twitter, and YouTube respectively. One librarian (L11) reported that WhatsApp was being used to provide current awareness services through instant messages, especially to the staff and graduate students. It was further revealed that Facebook was being used to give updates about new information materials by posting images of the resources on the Facebook page. Indeed, the interviewee L4 also cited that:

The use of SM in the promotion of library resources is fairly okay. All along we have been having one SM account, Facebook, which is currently restricted by the government. However, most Facebook users have continued to access the platform via the vertical private network (VPN). We also use WhatsApp, Twitter, and YouTube but to a greater extent, we currently promote library services using WhatsApp, especially to the staff members and graduate students. We have someone in charge of the SM accounts but all the librarians and students are encouraged to post relevant content (L4).

In addition, from the interviews, one librarian (L7) revealed that Twitter was being used to promote library resources and services to create awareness and keep users abreast of the available services. For example, figure 4.1 indicate the use of descriptive hashtags being used on

the Twitter page of KYUL to keep the users aware and to take note of predatory Journals in their scholarly works.

Figure 3: Descriptive hashtags to Market Library Resources on Twitter



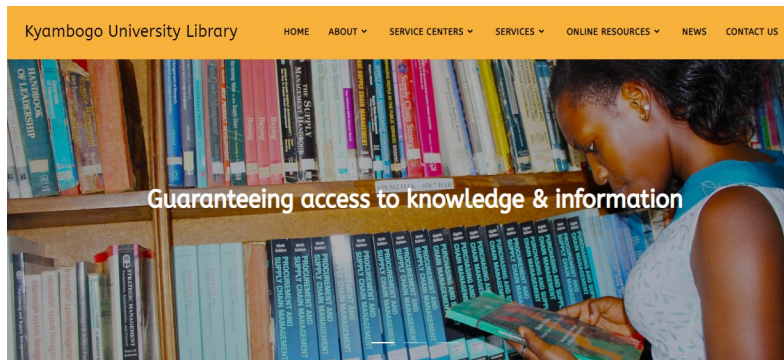
The interviewees (L9 & L17) reported that the library employed its YouTube platform in marketing various library resources and services, especially during the 2021 students' orientation. Indeed, figure 4 is the screenshot of a Compact Disk (CD) player for the visually impaired library users being marketed on YouTube by KYUL during the 2021 students' orientation.

Figure 4: Screenshot of the CD player for the Visually Impaired Library Users



Further interaction with the librarians revealed that marketing of resources and services at KYUL is done via selected SM platforms and with applications of electronic channels like the library Website, email, and the library OPAC. The traditional library marketing platforms such as the displays of new information materials, flyers, posters, newsletters, user orientations, and exhibitions. For example, figure 5 is a screenshot of the KYUL Website, which is also being used in marketing library resources and services.

Figure 5: Screenshot of the Library Website.



This finding proved that various social media platforms including WhatsApp, Facebook, Twitter, and YouTube are currently used in the marketing of the resources and services at KYUL. This is an indication that KYUL has embraced SM as part of its marketing tool kit, which may boost the visibility, access and utilization of library resources in agreement with Beese, (2019). In addition, it was established that KYUL also uses other library marketing platforms such as posters, emails, the library Website, and the OPAC in marketing its resources and services to the users. The finding was in agreement with Khalid (2019) who reported that librarians marketed the library resources and services using various platforms.

These findings also agreed with Chaffey's theory of SM marketing (2002), which stated that SM marketing concerns monitoring and facilitating customers' interaction, participation, and sharing through digital media to encourage positive engagement with the company and its brands.

Similarly, the study established that the library users are encouraged to post relevant content on the library SM pages, make inquiries and recommendations regarding library and information services. This is an indication that the library values user-generated content and promotes a user-centric library. One of the librarians was assigned to take charge of SM activities including marketing and promotion of library resources and services, which is a good gesture towards the effective use of SM in libraries. Indeed, Alawadhi & Al-daihani (2018) argued that SM is a vital tool that should be embraced by all types of libraries to create, deliver and share information resources and services with library users.

The SM Marketing Techniques used at KYUL

The study also investigated the SM marketing techniques utilised at KYUL. The librarians were asked to state the SM marketing techniques being used to promote the visibility, access, and utilisation of library resources and services. The librarians reported various SM marketing techniques being employed such as; posting images of resources, sharing descriptive hashtags, alerts on new resources, sharing electronic resources links, and promoting library events.

One librarian (L13) elaborated on the use of descriptive hashtags on the Twitter page of KYUL in marketing various library resources and services. The interviewee (L13) revealed that sharing descriptive hashtags on Twitter enables the library to boost awareness and visibility of relevant library resources and services.

Figure 6 indicates the use of descriptive hashtags on the KYUL Twitter page, encouraging the users to join a live Webinar on how to prepare a proposal for a review article.

Figure 6: A screenshot of the Descriptive Hashtags on Twitter



In response to the SM marketing techniques used at KYUL, the interviewee L7 stated that:

We post the events on SM, and we also use hashtags, especially on Facebook, and Twitter pages. For example, if there are training or other library events, we post on Facebook, and Twitter to notify and invite the users. We also take pictures of the new arrivals and post the image on Facebook or Twitter, for the users (L7).

Further interactions with the interviewees (L9 & L17) revealed that during the 2021 students' orientation, the library employed YouTube to showcase various resources and services including the Compact Disk (CD) player, and braille printer/embosser for visually impaired library users.

Figure 7 below is the screenshot of the embosser for printing brailed information materials for visually impaired library users being marketed on the YouTube platform of KYUL.

Figure 7: Illustration of Embosser.



Thus, it is evident that different techniques and SM platforms are being used to market library resources and services at KYUL. This means that unique marketing techniques are employed to attract different users. Indeed, Habiba, (2015) highlighted the various SM marketing techniques that contemporary university libraries may adopt including; posting of contents and events, posting images of book covers, video streaming, and tutorials on the usage of resources, to promote the multifaceted library resources and services.

The findings are also in accord with Zubeda, (2018), who reported that posting updates on SM timelines, creating online competition with incentives, provision of the users' guide, provision of links, and sensitization campaigns were the SM marketing techniques used by libraries. On the

same note, the findings were also in line with Mundt (2013), who revealed that SM tools such as Facebook and Twitter can be used to market library resources and services in various ways such as; the creation of descriptive hashtags, video streaming, and showcasing unique library services.

However, librarians observed that they need to do more to improve their marketing techniques. This implies that the SM marketing techniques and methods currently used need to be revolutionized to attract more users and to make the selected SM platforms more visible and interactive.

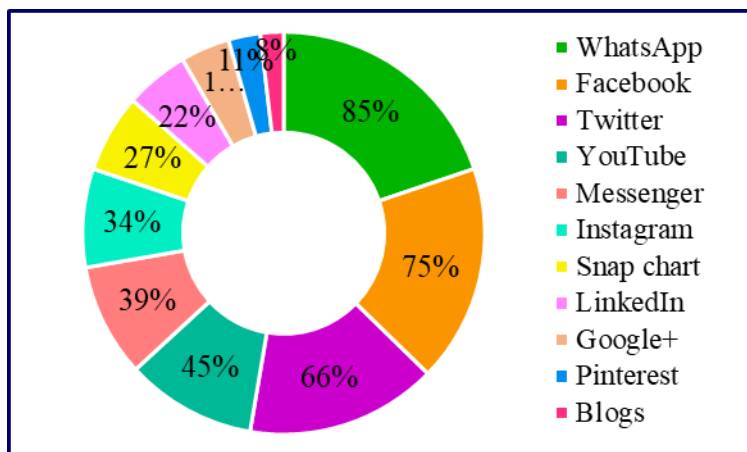
7.2 SM Preferences of Library Users

Objective 2 of the study aimed at investigating the SM preferences of library users. The focus was to establish the SM platforms that the users currently subscribe to and the types of library resources and services preferred by the users. The frequency of SM training that the respondents receive to enable them to utilize SM from a library perspective was also investigated.

SM Platforms that the Library Users Subscribe to

The library users were asked to specify the types of social media platforms that they currently subscribe to. The findings from the library users are illustrated in figure 4.6 below:

Figure 8: SM Platforms that the Library Users Subscribe to



Source: Field data 2021

The findings from the questionnaires indicated that out of 324 library users that responded, the majority of the users 277(85%) subscribed to WhatsApp, followed by 242 (75%) who subscribed to Facebook, and Twitter subscribers were 215 (66%), and YouTube subscribers were 146 (45%). In addition, the subscribers of other social media platforms were as follows: messenger had 126 (39%), Instagram 110 (34%); Snap chart 87 (27%); LinkedIn 71 (22%); Google+ had 55 (17%); Pinterest attracted 34 (12%), and Blogs subscribers were 26 (8%). The study also revealed that library users subscribe to multiple social media platforms, as evident by the total cumulative percentage of 430%. In addition, the findings unveiled the top-ranking social media platforms used by the library users as being: WhatsApp, Facebook, Twitter, and YouTube respectively.

The findings from the questionnaires proved that for effective networking with the users on SM, it would be a good decision to embrace the most preferred SM platform such as WhatsApp,

Facebook, Twitter, YouTube, Messenger, and possibly Instagram. Surprisingly, the findings also revealed that KYUL currently uses WhatsApp, Facebook, Twitter, and YouTube respectively to promote library services. A study by Mirembe, Lubega, and Musoke (2019), also confirmed that WhatsApp, Facebook, YouTube, Twitter, Instagram, and Snapchat respectively were the highest SM platforms used in the selected universities in Uganda. Thus, libraries and information centres may rely on these findings to guide the selection of suitable social media platforms to incorporate into their marketing tool kits. The findings are also related to that of Howard, et al. (2018) who revealed that library users are increasingly using Facebook, YouTube, and Snapchat more than other SM types.

Type of Library Resources Preferred by the Users

The researcher investigated the preferences of library users concerning the library resources they would prefer to be promoted on selected SM platforms. The findings are presented in table 4 below:

Table 4: Library Resources Preferred by the Users

Library resources	Frequency	Percentage
E-books and e-articles	246	76%
Full-text databases	232	72%
New and old printed books	117	36.1%
The institutional repository	115	35.5%
Online newspapers	115	35.5%
Library online catalog	88	27.2%
Library publications	61	19%

Source: Field data 2021

The findings regarding preference of library users revealed that the majority 246 (76%) required e-books and e-articles to be promoted on SM, followed by 232 (72%) that preferred full-text databases such as research4life databases to be marketed on SM, meanwhile 117 (36.1%) required both new and old printed books to be marketed on SM, 115 (36%) selected institutional repository, 115 (36%) required online newspapers to be promoted on SM, 88 (27.2) required the library to market its online catalog on SM platforms, and 61 (19%) preferred the library to market its publications on the SM platforms. The respondents preferred multiple library resources to be marketed on SM, as evident by the cumulative total percentages being more than 100%.

The findings confirmed that library users require access to various library resources. This means that it is vital for libraries to understand the various user information needs, to effectively meet the dynamic user information needs. The findings provided essential evidence of the users' information needs, which would guide the library to offer relevant resources. Indeed, Hossain & Islam (2021) established that users' needs identification enables the library to offer user-centred services, which leads to quality service delivery, user satisfaction, user loyalty and retention.

On the same note, the librarians confirmed that they are already promoting most of the library resources preferred by the users. Interviewee L6 remarked that:

To keep our users aware and updated on the available library resources, we use various SM tools especially WhatsApp, Facebook, Twitter, and YouTube to promote all sorts of e-resources such as e-books, e-journals, and e-databases that the library subscribes to (L6).

The finding is also in agreement with Islam & Habiba (2015) who reported that university libraries in the current digital era use SM to market their resources and to share library news and events. According to Islam & Habiba (2015), SM platforms have become fundamental and versatile library marketing tools, and for supporting diverse library and information services. To that end, this study suggests that all types of libraries and information centers should not underestimate the power of SM but rather embrace it, to remain visible and relevant in present-day information services.

Type of Library Services Preferred by the Users

The researcher investigated the preferences of library users in regard to the library services they would prefer to be promoted via SM. The findings are summarized in table 5 below:

Table 5: Library Services Preferred by the Users

Library Services	Frequency	Percentage
E-resources training	247	76.2%
Reference services	215	66.4%
Free internet service	143	44.1%
Current awareness service (CAS)	140	43.2%
Online reservation of books	119	37%
Orientations and information support services	109	34%
Audiovisual services	96	29.6%
Services for people with special needs	26	8%

Source: Field data 2021

As indicated above, the majority 247 (76.2%) of the library users preferred e-resources training services to be marketed on SM, followed by 215 (66.4%) that opted for reference services, then 143 (44.1%) preferred free internet services to be promoted on SM, 140 (43.2%) selected current awareness services, 119 (37%) opted for online reservation books services, 109 (34%) required orientations and information support services to be promoted on SM, 96 (29.6%) preferred audiovisual services, and 26 (8%) required services for people with special needs to be marketed on SM.

The study established that the library users had multiple preferences for the services that they recommended to be marketed on SM. This is essential for informing the library management of the user needs and preferences. Based on the findings, it can be asserted that the users consider SM platforms essential for marketing library resources and services. It can also be deduced that library users consider SM platforms as a holistic tool that all library services can be marketed and made known to them. Their views can as well inform planning and decisions made by the library management concerning the use of SM in the marketing of library services and resources.

Similarly, during the interviews, librarians highlighted that they use various SM platforms to market the library services that they offer such as; e-resources training services, reference

services, current awareness services, and information support services. For example, interviewee L16 asserted that:

To keep the library users updated on the available library services we currently use various SM platforms such as WhatsApp, Facebook, and Twitter. With the aid of the internet and the SM tools we can now easily respond to the inquiries, concerns, and needs of the users, for reference services, current awareness service (CAS), and information support services, only that it's not yet in full gear". To our users with special needs, YouTube and Facebook are being used to live stream audiovisual content with captions for sign language interpretations (L16).

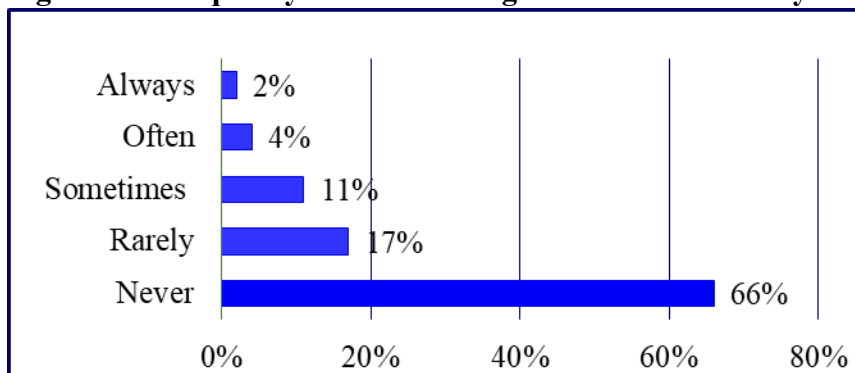
The findings confirmed that the librarians also appreciate SM as an essential marketing platform that libraries can embrace to keep users abreast of the available library resources and services. Further, the provision of audiovisual content with captions for sign language interpretations is an indication that the library has embraced SM tools to publicize its services to the dynamic user community, including users with special needs. This may help in reducing the digital divide between the abled library users and the users with disabilities.

In line with these findings, Edewor et al. (2016) identified several marketable information-based products and services in the libraries which include: reference, referral, circulation, interlibrary loan, Selective Dissemination of Information (SDA), Current Awareness Services (CAS), Bibliographic information, abstracting, and indexing, readers' advisory, and information literacy services. In addition, Oriogu, et al., (2020) highlighted that the librarians in Nigeria mostly used WhatsApp, Facebook, and Twitter to promote library news and how to use library resources and services.

Frequency of SM Training Received by the Users and the Librarians

The section reports the frequency of SM training received by library users and the librarians respectively. The library users were asked to state how often they received SM training at KYUL to enable them effectively use SM tools. The views of the library users regarding the frequency of SM training are presented in figure 9 below:

Figure 9: Frequency of SM Training Given to the Library Users



Source: Field data 2021

The findings from the questionnaires showed that; out of 324 users that responded, the majority 214 (66%) had never received any SM training. However, 56 (17%) of the users reported that they rarely receive SM training; yet 34 (11%) stated that they sometimes receive SM training, 13

(4%) reported that they often receive SM training and only 7 (2%) said they always receive SM training.

From the findings, it is evident that SM training for the users is wanting. This was also confirmed by the interviewee (L16) that attributed limited SM training to the fact that KYUL did not have full-time SM librarians. Moreover, Chalukya (2015) argued that user training helps publicize library services, improves the image of the library, and helps develop librarian-user relations. Citing that user needs must be well understood when planning library training services and programs.

Thus, the current study suggested that the management of all types of libraries and information centers needs to prioritize user training on SM as a means of promoting library resource access and utilization.

From the interviews with the librarians, related views were established regarding the frequency of SM training at KYUL:

We are going to start conducting training related to academic social networking. At the moment we haven't rolled them out because of the interruptions that have come with the COVID-19 lockdown. When we resume, we want to engage in academic social networking training, whereby we shall give emphasis first to the librarians, enlightening them on the use of SM but for academic purposes (Interviewee L11).

“We still have a problem of understaffing. So far social media training has not been done. Currently, we only have user training on e-resources access and utilization. However, we had wished to have social media training at least twice every semester for all users and the librarians” (Interviewee L15).

These findings indicated that most library users and the librarians have never received Social media training. This means that both the users and the librarians may not be using SM effectively. This is in line with Oriogu, et al. (2020) that observed that inadequate training opportunities were a major hindrance to the effective use of SM in Nigerian libraries.

However, some of the librarians reported that they train themselves on the use of SM platforms or even access tutorials on YouTube. Others reported that they got SM training during continuous professional development (CPD) workshops. Interviewee L13 observed that:

“We mostly get SM training on an individual basis. We also get trained when we go for CPD. There, they have packaged it well, and it was one of the things that ignited us to start incorporating social media to enhance library and information services.”

The findings confirm that as much as the library users currently get limited or no SM training, the librarians get personal SM training as well as from the workshops such as CPD training. Based on the findings the researcher asserts that user training and capacity buildings are essential ingredients for effective use of SM in marketing library resources and services, and to enhance SM use for general information services.

7.3 Limitations to the Application of SM in Marketing Library Resources & Services

The researcher noticed that marketing and promotion of the library resources and services involve both the library users and the librarians. This section simultaneously established the factors that hinder both the users and the librarians from effective application of SM in marketing library resources and services. For instance, library users were asked to state the major factors that hinder them from effectively utilizing SM. This would enable the library management to understand the plight of their users concerning SM usage. The major challenges raised by the library users are summarized in table 6 below:

Table 6: Factors Limiting Library Users from Effectively Using SM

Factors Limiting Users from Using SM	Frequency	Percentage
Limited internet access	156	48.2%
High costs of internet	140	43.2%
Limited ICT devices.	71	21.9%
Unreliable power supply	51	15.7%
Limited access to SM	10	3.1%
Limited awareness of the library SM platforms	7	2.2%
Limited Knowledge of using SM tools	6	1.8%
Delayed feedback mechanisms	6	1.8%

Source: Field data 2021

The findings from the questionnaires indicated that the majority 156 (48.2%) of library users cited limited internet access as a major impediment to effective use of SM, followed by high costs of internet 140 (43.2%), limited mobile devices 71 (21.9%), unreliable power supply 51 (15.7%), limited access to SM at KYUL 10 (3.1%), limited awareness of the library SM platforms 7 (2.1%), limited knowledge on SM use 6 (1.8%), and delayed feedback mechanisms 6 (1.8%). The respondents selected multiple factors that is why the cumulative percentage is more than 100%.

It is evident from the findings, that the library users face several hindrances regarding the application of SM from a library perspective. It is important to note that the study highlighted major challenges faced by the users, which have to be mitigated to improve the situation. Similarly, (Buruga, 2016), observed that the key challenges to the effective use of mobile and SM tools were; unreliable internet, lack of dedicated librarians to manage SM platforms, limited skills to use SM tools, lack of SM guiding policies, and unreliable electricity supply. In addition, Kingsley, Goulding & Calvert (2021) revealed that the SM marketing approach adopted by the selected Nigerian University libraries lacked clarity of purpose and adequate planning, yet these are essential ingredients for creating and sustaining SM engagement.

The librarians also cited critical challenges as; limited participation of users, technophobia, failure to accept SM as an authentic communication media, limited government interventions, understaffing, lack of library SM policy, lack of library marketing plan, and limited SM marketing skills, inadequate funds, and lack of guiding SM marketing framework. For example, the interviewee LS5 stated that;

The use of SM faces various challenges such as; limited marketing skills and technophobia, lack of marketing plan and budget line, and limited government

interventions. For example, the Over the Top (OTT) tax has been a serious hindrance to SM use in Uganda in general. Moreover, switching off the internet and SM by the government during 2016 and in the 2021 general elections are situations that can't be supported by any digital native (LS5).

As evident from the findings, the SM application at KYUL currently faces several challenges. The librarians especially those at the top management level raised critical challenges such as a lack of guiding SM marketing framework, lack of library SM policy, lack of library marketing plan, and understaffing, which deserve urgent attention. Moreover, Potter (2012) observed that libraries just as other organisations require a smart marketing plan to guide their marketing process.

In addition, it was also reported that the effective use of Facebook was hindered by the prolonged Facebook shutdown in Uganda right from January 2021 during the presidential elections. The prolonged Facebook shutdown in the country has led to a decline in the use of Facebook at KYUL. On the same note, Oriogu, et al. (2020) pointed out various hindrances to the effective use of SM in Nigerian libraries including; inadequate training opportunities, slow speed of the Internet, and considerable time required to maintain an active social media presence.

Worse still, it should also be noted that, by the time of this report writing, the government of Uganda had just passed a new budget for the financial year 2021/2022, in which the OTT tax was replaced by a 12% tax on internet data bundles. A 12% tax on the internet may further widen the gap of the digital divide in the country. Thus, the researcher suggests that all the stakeholders need to showcase supporting SM use in all types of libraries so that every library information can get its user and every user can get his/her information, moreover in a timely and complete fashion.

7.4 Enhancing the use of SM in Marketing Library Resources & Services

The study also engaged the library users and the librarians to suggest ways to overcome the experienced challenges. The respondents made several suggestions that the government, the university administration and library management would embrace to enhance SM use in marketing the library services.

The suggestions made by the library users to mitigate the challenges affecting SM usage from a library perspective have been highlighted as follows:

- **Upgrade of Wireless Fidelity (WiFi) Internet Coverage**

To mitigate internet challenges, the users suggested that, the university needs to upgrade the WiFi to ensure high-speed internet in and around the University. The users noted that the presence of strong and reliable internet can boost SM access and use in the library. Indeed, the researcher established that by the time of this study, the Kyambogo university management had already started the project for the internet upgrade.

- **Re-equipping the Library with more Computers**

The lack of personal ICT devices such as laptops limited some library users from accessing SM, which created a digital divide. Thus, the library users suggested that the library needs to provide more computers to improve SM use and to interact with the library for academic purposes.

- **Enhance the publicity of Library SM Platforms**

To enhance awareness and promotion of library resources and services on SM, the library users suggested the need to upscale the publicity of the official library SM platforms to network with the wider user community.

- **Provision of regular SM user training**

The library users suggested the need for the library to plan for SM user training. They noted that regular SM training would boost their SM skills and to enable them effectively use SM in the library, for academic purposes.

- **Ensure Just-in-time feedback mechanisms**

To mitigate the challenge of lack or delayed feedback on the user inquiries to the library, the library users encouraged the library management to always ensure timely feedback.

From the interviews, librarians also suggested several mitigation measures, which would improve SM application in marketing library resources and services such as; allocation of funds for SM services, setting up a well-equipped SM section, developing SM policy, establishing a library marketing plan, developing the guiding SM marketing framework, frequent training of both librarians and the users on effective SM use, intensive advertisements of library services & resources on SM to improve publicity and awareness, and recruitment of full-time SM librarians. Some of the insights from the interviewees L4 and L17 respectively, concerning the measures for boosting the application of SM in marketing library resources and services were cited as follows:

To make sure that we create a section to handle library services and market them using SM, that would improve SM use in library marketing. We should change from individual's activity but just create that section and have at least 2 or 3 full-time SM librarians, and define their roles. This would foster the use of SM in marketing library services. The SM section should be equipped with sophisticated gadgets, in a conducive environment just like a media center to motivate the librarians to work and pull crowds of people to use the library services (L4).

We should make sure that we publicize the official SM accounts of the library to the user community, such that the users can interact with the librarians at all times. In a way, the library can build a long-lasting relationship with users, which would lead to the optimum utilisation of library resources and services (L17).

From the findings, it is evident that the respondents are committed to enhancing the application of SM in marketing library resources and services. The librarians, for instance, highlighted essential mitigation measures such as establishing a library marketing plan, developing of SM policy, planning for user training and developing the guiding SM marketing framework. Thus, this study proposed a framework, which would guide the effective application of SM in the marketing of library resources and services.

8 Conclusions

The study established that different SM platforms: WhatsApp, Facebook, Twitter, and YouTube respectively were being used to market library resources and services. Further, the study revealed dynamic SM marketing techniques were being used, such as; sharing e-resource links, library news updates, and the use of descriptive hashtags. It was also deduced that marketing of resources and services at KYUL was done using SM tools alongside other channels, such as the library Website, and email, as well as the traditional library marketing tools such as displays, flyers, and users' orientation, posters, and exhibitions. It was also revealed that the preferences of the library users in regards to this study were multifaceted, ranging from specific SM tools to dynamic library resources and services. However, effective SM applications were hindered by: limited internet access, high costs of data, limited mobile devices, unreliable power supply, limited awareness of the library SM platforms, limited knowledge of SM use, delayed feedback mechanisms, technophobia, limited government interventions, inadequate funds, understaffing, lack of guiding SM marketing framework, lack of library SM policy, and lack of marketing plan.

9 Recommendations

Based on the findings, the study made various recommendations and also proposed a SM marketing framework:

- **Enhance the ICT Infrastructure at KYUL**

The established that limited internet access and lack of ICT devices was a challenge. Therefore, the study recommends that Kyambogo University administration need to improve the general ICT infrastructure including boosting the WiFi internet connection and re-equipping the library with more computers, iPads, and laptops for lending to users. This would bridge the digital divide as well as promote the application of SM in marketing library resources and services.

- **Lobby for the Students' Laptop Financing Scheme**

The findings revealed that some library users lacked laptops and other ICT devices due to the high costs involved. The researcher believes that access and utilization of ICT devices are crucial for ensuring the effective application of SM in libraries and information centers. Thus, this study suggested that the university management would lobby for the students' laptop financing scheme from donors, and other funding institutions.

- **Introduce SM Training and Capacity-building Programs**

It was revealed that most users and the librarians had received limited or no SM training at all. There is need to keep abreast with the versatile SM tools to remain relevant in information service delivery. This requires the library management to plan for periodic SM training for the users and the librarians.

- **Publicise the Official Library SM Platforms to the Library Users**

There was low level of awareness of the official library SM platforms, which limits the awareness and visibility of library resources and services to the digital natives. Hence, the study recommends intensive advertisement of the library resources and services to improve publicity and awareness.

- **Provide timely Feedback to the Library Users**

To mitigate the challenge of lack or delayed feedback on the user inquiries to the library, the librarians are encouraged to ensure timely feedback. To promote dynamic library resources and services to the wider user community. This would also enhance and uphold long-lasting relationships with library users.

- **Budget for SM Services**

Lack of direct funds for SM services impeded the application of SM. Kyambogo University administration and the library management are encouraged to prioritize SM in their budget and ensure that funds are allocated to support SM use in marketing library resources and services.

- **Recruit full-time SM Librarians**

Understaffing and lack of full-time SM librarians were key impediments to the effective application of SM in marketing library resources and services. This study, therefore, recommends that Kyambogo university management need to consider recruitment of full-time SM librarians to effectively coordinate SM services in the library in general, and in marketing of library resources and services.

- **Develop SM Service Policy**

The findings reveal a lack of social media policy, an indication that SM tools are being implemented without any guiding policy. It is vital for the management of KYUL to consider developing the SM policy to guide the implementation of SM in marketing library resources and services.

- **Develop the Library Marketing Plan**

The findings revealed that the application of SM in marketing library resources and services is currently not being guided by any marketing plan. This means that marketing of library resources and services on SM is currently done on a trial and error basis without knowing the SM preferences of the user, and the appropriate marketing tactics to apply.

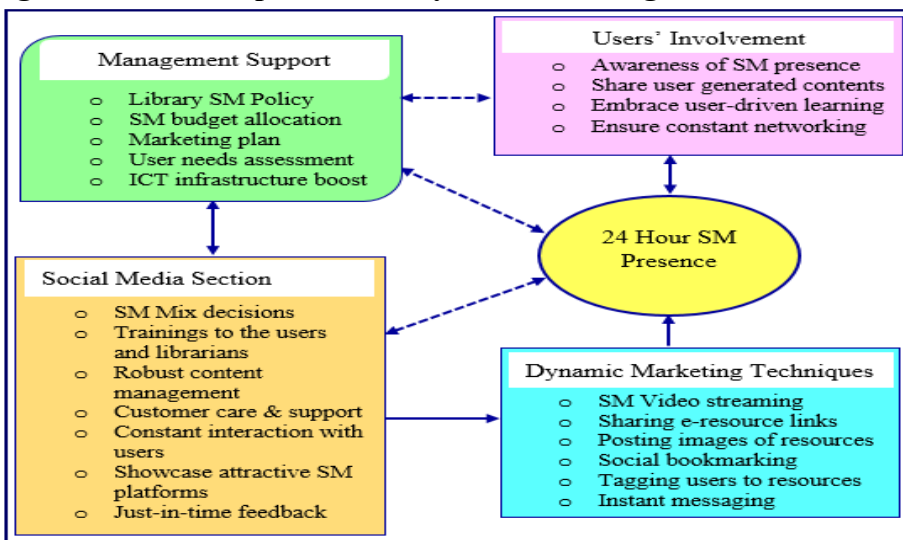
- **Set up SM Section in the Library**

The lack of full-time SM librarians and limited awareness of the library SM platforms were reported as impediments to the application of SM in library marketing. The study calls for the establishment of a vibrant SM section that would coordinate and manage the use of SM in the marketing library resources and services. Setting up the SM section would boost the use of SM in marketing information resources in particular, for research purposes, and for general use in the library and information centres.

- **Adopt the Proposed Library SM Marketing Framework**

Absence of the SM marketing framework led to the unclear, uncoordinated, and unrealistic application of SM platforms in the marketing of library resources and services at KYUL. Thus, the study also proposed a SM marketing framework to act as a blueprint to guide the application of SM in marketing library resources and services, (see Figure 10 below).

Figure 10: The Proposed Library SM Marketing Framework



Source: Field data, 2021

As indicated in the proposed SM marketing framework above, the effective application of SM in marketing of the library resources and services requires; management support, establishment of SM section, use of dynamic marketing techniques, ensuring 24 hour SM present, and users' involvement as elaborated below:

Management Support

The framework illustrates the need for management support, especially concerning SM Policy development, SM budget allocation, development of a marketing plan, the user needs assessment, and ensuring availability of ICT infrastructure such as; computers and the Internet. The top management roles are critical. For example, the library SM policy would specify the dos and don'ts concerning the use and management of SM in the library as a whole. The marketing plan would also be a vital guiding tool, to ensure that marketing tasks are based on smart objectives and strategies.

Social Media Section

Establishing the SM section would enhance SM mix decisions and selection, provision of training to the librarians and the library users, to ensure robust content management, customer care, and support, maintaining constant interaction with users, showcasing attractive SM platforms, and ensuring just-in-time feedback to the stakeholders. The SM section is expected to act as a hub for all SM engagements, geared at enhancing resources; visibility, access, and utilization, moreover in a timely fashion.

Dynamic Marketing Techniques

The SM marketing techniques to be used to market library resources and services have to be selected with care. This study established that different user groups may require different SM marketing approaches and techniques. These may include: video streaming, sharing e-resource links, posting images of resources, sharing descriptive hashtags, social bookmarking, tagging users to resources, and instant messaging to keep the users abreast of the library events, resources, and services.

24 hours SM Presence

The framework also illustrates that the preferred SM user service platforms have to be made available and accessible to the users as well as the service providers. To keep pace with the needs of contemporary library users, libraries need to maintain a full-time SM presence, to keep the users updated on the relevant library resources, services, and events.

Users' Involvement

To ensure success in the use of SM in marketing library services, the users are required to: be aware of the SM presence, share user-generated content, embrace user-driven learning, and ensure constant networking with the library. This would promote user involvement, interactions, and collaborations.

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