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## Marketing Strategies for Information Services: a Case Study of the Institute of Chartered Accountants (Ghana) Library and Information Services

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**MARKETING STRATEGIES FOR INFORMATION SERVICES: A CASE STUDY OF  
THE INSTITUTE OF CHARTERED ACCOUNTANTS (GHANA) LIBRARY AND  
INFORMATION SERVICES**

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**ABSTRACT**

Special libraries in Ghana are facing challenges of making their services felt within their parent's organisation. Marketing strategies is therefore, one of the ways to make these libraries's services known to their parents organisations.

The main focus of the was to examine the current state of information marketing practices, to identify impediments to the development of information marketing, develop a research agenda to review information provision activities in order to look for areas of "selling" their products and services and to recommended policies and strategies to achieve improvement.

The methodology used in this study was a survey. The Institute of Chartererd Accountant Library was used for this study. The study demonstrated the importance of marketing strategies to increase funding, increase patronage in the institute; hence it advocates the adoption of marketing strategies in special libraries

**KEYWORDS: MARKETING SERVICES, SPECIAL LIBRARIES,**

## **Background to the Study**

In the current economic climate libraries and information services, as well as the general business community are facing a major problem: survival. Justifying their existence at demonstrating that the work which is done is useful and essential for the success of an organization in a competitive environment, feature high on the list of priorities of library and information unit managers. Managers must devise strategic plans which take in to account all the factors influencing their survival.

At the center of other strategic plan is the issue of the service offered to the users or customers. This is where the concept of marketing features in the library management strategy- since no service is effective if the potential customer does not use it, it is essential to make use of the marketing concept to encourage users.

If the purpose of the library and information is defined by the needs of its customers, and the 'success' of that service is determined by the perception, and preferences of those customers, then, clearly, the customer community needs to be built into a marketing strategy program. It is this focus on customers that lies behind the 'marketing' approach to service. Librarians sometimes feel uneasy with this concept partly because the idea of 'marketing' has acquired commercial connotations; and partly, perhaps, because the concept of a market – led service – driven by customer need- contradicts the traditional subordinate and independent relationship of 'client to professional'. In this traditional relationship, service is supply – led, determined by 'professionals' expertise and judgments. However, there is

consensus, at least in the literature (if not always the practice) of librarianship, that library service should be community or user or client orientated.

Information marketing has become popular because of the reduced for library services world – wide. The competition for limited funding means that libraries must review their information providing activities in order to look for areas of “selling” its products and services to generates revenue.

There is always the feeling that library related information should not be marketed because the library is a social agency established to serve the educational and informational needs of society. But the current push towards developing self-sustaining information dissemination operations is changing this idea.

Successful companies understand and interact closely with their market and the principles of marketing apply as much to a service organization like a library as they do to a business corporation. This new enlightenment had a librating effect which spread across disciplines and in due course by about 1970 the library and information profession began to display an interest in marketing theory. The gradual but sustained growth in receptive can be gauged by the frequency with which the word marketing occurs in the titles of journals articles and conference papers.

Simply being open and near shops was once all the marketing that the libraries required. However, we now know that with all the other opportunities available to our public and the demands that can be made upon free time, libraries have to consider how they serve their users and what range of services are appropriate for each user group. This leads us to consider the ways libraries gain the information to allow us to take decisions and present our service. This is usually known as marketing.

Today, information professionals are compelled to use new skills and strategies in order to change, survive and continue to compete in the world of virtual information. Radical change is necessary to restructure traditional libraries into knowledge centers which will be recognized for supporting

competitive advantage and strategic decision-making. Information professionals must actively reposition themselves and their resources to become their organizations information infrastructure.

### **The Institute's Library**

To achieve its set objectives, there was the need to have a library to help registered students in preparation for their examinations and also to help members of the Institute to update their knowledge in line with current developments in the accounting profession so that their high standards of service to clients and their employers can be maintained.

The ICA (Ghana) library which was set up in 1985 is a special library with the purpose of providing members and registered students with an up-to-date collection of literature covering wide range of subject areas in which chartered accountants operate; accounting, auditing, computing, financial, law, management, and taxation.

The efforts made by librarians to acquire books, periodicals and other materials and make them accessible and easily available for utmost utilization by its users, are what is referred to as the organisation of a library.

In Ghana, there are students persuing accounting courses with overseas professional bodies such as:

1. Chartered Institute of Management Accountants (CIMA)
2. Institute of Chartered Secretaries and Administrators (ICSA)
3. American Institute of Certified Public Accountants (AICPA)
4. Institute of Chartered Accountants in England and Wales
5. Chartered Association of Certified Accountants (ACCA)

Out of the lot, the ICA (Ghana) library officially admits only students of ACCA of England besides students of ICA (Ghana). The Chartered Association of Certified Accountants (ACCA) has been of tremendous help to the institute. About 50% of the books in the library were donated by ACCA.

### **Definition of Marketing Strategy**

#### **Marketing**

There are many alternative definitions of marketing. Frequently, the particular form reflects the preoccupations of individual authors. Most have certain basic features in common. Especially the notion of looking at the firm from the point of view of the customer or striving to ensure mutual

profitability from the marketing exchange. Other definitions place their emphasis on the essentially managerial nature of marketing. This marketing is the managerial process which identifies, anticipates and supplies customer requirements efficiently and profitably.

The American Marketing Association defines Marketing as the integrated analysis, planning and control of products, price promotion and distribution, to create exchanges and satisfy customer and organizational needs. Kotler provides one of the widest definitions. Marketing is a human activity directed at satisfying needs and wants through exchange process.

### **Strategy**

“Strategy is fundamental pattern and planned objectives, resource deployments, and interactions of an organization with Markets competitors and other environmental factors” (Harper et-al).

### **Marketing Strategy**

Marketing strategy is the analysis, policies and rules that guides overtime the firm’s marketing efforts, the level, mix and allocation, partly independently and partly in response to changing environmental and competitive conditions. It has four main components. Namely:

- a. Analysis – which is the steps which sets marketing apart from public relations.
- b. Planning – this involves the setting of challenging but attainable objectives for the marketing effort.
- c. Implementation – during this component, some adjustments are required
- d. Evaluation – this is “final and usually the most important of the marketing plan but is vital to future marketing efforts” (Griffith, 1992). By evaluating the plan, the most effective activities can be determined and the reasons for failure pinpointed. Without this step, mistakes could be repeated in future marketing efforts and more productive activities could be forgotten-
- e. Evaluation – should occur throughout the length of the plans as well as the end (Griffith, 1992).

### **Statement Of The Problem**

Provision of efficient library and information services in the institute of Chartered Accountants (Ghana) has been affected by some problems. These include:

1. lack of marketing strategies by staff
2. technology – availability for information transfer lack of information networking infrastructure

3. ability to convince management to support the idea.

### **Objectives**

This study seeks to investigate the reason for these problems and offer solutions. The study will take a critical look at the current marketing strategic opportunities at the Institute of Chartered Accountants (GH) library with a view to make an objective evaluation and recommendation.

The study would be specifically centered on marketing strategies for information service of the Institute of Chartered Accountant library and information service.

1. To examine the current state of information marketing practices.
2. To identify impediments to the development of information marketing.
3. Develop a research agenda to review information provision activities in order to look for areas of “selling” their products and services.
4. To recommended policies and strategies to achieve improvement.

### **Methodology**

The case study approach was considered the most suitable, Kumekpor (2002) asserts that the rationale behind a case study method is that one must know, understand and be conversant with the circumstance surrounding a specific case in order to explain, advice, decide and defined or reject a given situation, an argument or condition etc. without explanation supported by reliable facts it is difficult to advice, decide or act judiciously in relation to a particular case or circumstance.

The study would involve an indepth investigation into the marketing strategies at the Institute of Chartered Accountants library.

### **Sampling and Data Collection**

Sampling method used was the random sampling method, which allows you to select your sample without bias. The sample selected can therefore be said to be representative of the whole population. The sample size of 100 students constituted 1% of the population of ten thousand (10,000). And a sample size of 20 members constituted 4% of the population of five hundred (500).

## **Literature Review**

Marketing strategies for the Institute of Chartered Accountants library and Information Services including branches at Takoradi, Kumasi, Wa and Accra is a big task. Despite some achievements it has 'gained in the past, the present situation in the provision of adequate books, effective and efficient services and a conducive environment for study and research have become problematic to the effect that the library is hardly meet the information needs of students and members of the Institute. Even the current users of the library's resources and facility cannot be said to be satisfied.

Rowley (2003) in her article "Information Marketing: Seven questions" seeks to encourage information professional to take a critical perspective on the nature and practice of marketing as it relate to information- based products and services. She asked the following questions:

What is Marketing? What is Information Marketing? Are you marketing or selling? When does marketing end and service delivery begin). Is it possible to brand an Information Service? Is it possible to "make friends and influence people" through a screen). Does marketing have an impact? According to her, from an academic perspective the exploration of these questions support the development of an understanding of the nature of information marketing.

Entusa-Mensah in his paper "marketing as a significant factor in information" discusses the relevance of marketing in a non-delivery profit making establishment like the service library and points out the need for information workers to adopt some marketing strategies to get information to their clientele. These strategies include the concept of marketing, market segmentation, market analysis, marketing mix, market position and market audit.

Alemna (1998) The need for marketing and total quality management strategies in libraries in Ghana on the other hand is of the view that the conditions which challenged libraries in development countries to adopt marketing and total quality management strategies are very much prevalent in



Ghana at present. It is not; however, clear if library managers are effecting the necessary changes to satisfy their clients. There is therefore the need for libraries in Ghana to adopt these initiatives in order to ensure their continued use and importance. Failing this, the writer concludes that the continued survival and sustenance of libraries in Ghana is in jeopardy. Martey (2003) in his paper Marketing products and services of Academic Libraries in Ghana discusses the important variables involved in marketing the products and services of academic libraries. The importance of the quality of services and a focus on the customer is emphasized. Though inadequate according to him, funding may affect delivery of services; the academic librarian should be motivated by this challenges to plan and implement a marketing strategy to ensure heavy patronage. Heavy use determines the worth and survival of the library in the face of stiff competition from new and aggressive entrants in to the information market place.

While Baldock (1993) Marketing libraries: a survival course? Was reflecting on marketing libraries, she cited Janet Schmidt as saying that marketing is “a continuous process which enables an organization to meet their current needs of the clients and to assess and create new services to meet their future needs”. She further stressed that “the general goals of any organization will be furthered by identifying, attracting and serving specific goals of any organization will be furthered by identifying, attracting and serving specific users and gaining their support”. In addition “libraries can be indispensable to community groups and organization if they are streamlined to avoid overlapping.

Kinnell (1994) Business Information provision for small size and medium sized enterprise in Ghana contributed in looking at the importance of marketing to both the library, and its users. Reporting on a study jointly carried out by the department of information and library in the University of Loughborough, and the Institute of Scientific and Technology of China. She observes that the increasing demand of quality goods and services has greatly raised the significant of marketing. This has in turn led to a demand for information by competitors. She therefore, suggests that a marketing orientation to information services offer the means to the survival and prosperity of both the information services and its clients in this rapidly changing business culture. She further suggests that market information should with the consumer of the services, and their needs and considered in relations to competition from other service provider. According to Zachert Martha Jane and Williams V. Robert on their article “Marketing Measures for Information Services” intimated that the marketing

of information services has been a popular topic in the library profession in recent years. For special librarians, neither the concept nor the practice of marketing is new; both have been part of the special library idea for a long time. This 'special library idea' maintains that the manager of information services must be proactive rather than reactive to user information needs and demands.

### **Purpose of the Study**

The ultimate objective of the study is to examine the relationship between the Institute's library and information service and its information marketing strategies. It is aimed at proving right the hypothesis and the need for the library to review its information provision activities in order to look for areas of marketing.

### **Hypothesis**

The study is guided by the following hypotheses that:

1. The library does not undertake effective promotional program to inform students and members of holdings of the library.
2. Poor marketing strategies lead poor utilization of the services of library.
3. Effective marketing strategies ensure maximum utilization.

### **Scope**

The research will cover the information marketing activities of the Institute of Chartered Accountant's library.

### **Significance of the Study**

There has not been any research with regards to the topic under discussions on the library. Many librarians will like to see the maximum utilization of their library resources. This study will look at the factors that contributes to less use of the library resources and how this can be dealt with.

At the end of this study, it is hope that, the most effective activities can be determined and the reasons of failure pinpointed. It would also add to the body of knowledge on marketing in libraries in general and Ghana in particular.

## DATA ANALYSIS

### Introduction

The study looks at area of strategic marketing for library and information services of the institute of Chartered Accountants (Ghana). Data was mainly collected through the use of questionnaire. The population consisted of users made up of students and members of the institute.

The target group that would help find answers to the study would be student users of the library and members who are stationed in Accra. Selection of students and members forming the sample was adopted using simple random sampling as stated in chapter 1 of this study.

### Analyzing Data obtained from Students

The researcher administered the questionnaires to 100 students and 20 members of the institute. It took the researcher more than a month in getting back the questionnaires from respondents. After several follow-ups, a total of 60 questionnaires were returned by students yielding a response rate of 60%.

On the other hand, out of 20 questionnaires, only 12 were returned representing 60%.

The findings are discussed below:

### Response Rate

| Subjects | Number Distributed | Number Received | Percentage Response |
|----------|--------------------|-----------------|---------------------|
| Students | 100                | 60              | 60%                 |
| Members  | 20                 | 12              | 60%                 |

Source: Field Study, 2009

**Table 1:** Course type

| Course Type | Frequency | Percentage% |
|-------------|-----------|-------------|
| Full – Time | 6         | 10          |
| Part – Time | 54        | 90          |
| Total       | 60        | 100         |

Source: Field Study, 2009

(54) Students representing 90% are part – time students while only six (6) respondents represent 10% are full – time.

The percentage distribution of the course type indicates that most of the students of the institute are part – time students.

**Table 2: Gender**

| <b>Gender</b> | <b>Frequency</b> | <b>Percentage%</b> |
|---------------|------------------|--------------------|
| Male          | 45               | 75                 |
| Female        | 15               | 25                 |
| Total         | 60               | 100                |

Source: Field Study, 2009

Sixty (60) students responded to the question on gender and out of these, forty five (45) were male representing 75% of actual respondent.

Fifteen (15) were female representing 25% of total respondent. This distribution clearly shows that males dominate the Accounting Profession.

**Table 3: Frequency and Extent of Library Use**

| <b>Respondent</b> | <b>Enrolled with ICA</b> |            | <b>Borrowed Materials</b> |            | <b>Received Book List</b> |            |
|-------------------|--------------------------|------------|---------------------------|------------|---------------------------|------------|
|                   | Frequency                | Percentage | Frequency                 | Percentage | Frequency                 | Percentage |
| Yes               | 60                       | 100        | 17                        | 28         | 25                        | 42         |
| No                | -                        | -          | 43                        | 72         | 35                        | 58         |
| Total             | 60                       | 100        | 60                        | 100        | 60                        | 100        |

Source: Field Study, 2009

The researcher observed that those who used the library regularly were those on part – time studies. The reason being most of these students are not working. Some are full – time students from the Institute of Professional Studies (IPS). Others too are being sponsored by their parents or guardians and as a result, they have time at their disposal to utilize the library services.

On the other hand, those preparing for higher levels are mostly workers who obviously face time constraints in using the library. They visit the library in the evenings only after they have closed from work at 5:00pm.

**Table 4a: Finding Library Materials and Information**

| <b>Finding What You Want</b> | <b>Frequency</b> | <b>Percentage</b> |
|------------------------------|------------------|-------------------|
| Always                       | 5                | 8                 |
| Sometimes                    | 40               | 67                |
| Usually                      | 15               | 25                |
| Total                        | 60               | 100               |

Source: Field Study, 2009

Forty (40) respondents indicate that they sometimes find what they want in the library. This is attributed to reference services being rendered in the library for students.

**Table 4b: Currency of Library Materials**

| <b>Up-to-date of Library Materials</b> | <b>Frequency</b> | <b>Percentage</b> |
|--|------------------|-------------------|
| Up-to-date                             | 5                | 8                 |
| Not very-up-to-date                    | 50               | 84                |
| Reasonable up-to-date                  | 5                | 8                 |
| Total                                  | 60               | 100               |

Source: Field Study, 2009

Fifty (50) out of sixty (60) students respondent representing 84% remarked that the library material for their course work is not up-to-date. Considering the fact that there has been a current development in the Accounting profession with the publication of recent textbooks. Their assertion has been confirmed. The implication was that these students would not be abreast with current trends. An observation of the stock indicates that a sizeable number are very old and very few titles have recent editions.

**Table 4c: The Use of Materials**

| <b>Respondent</b> | <b>Use of Materials for Reference Purpose</b> |                   | <b>Usefulness of these Purpose</b> |                   |
|-------------------|---|-------------------|------------------------------------|-------------------|
|                   | <b>Frequency</b>                              | <b>Percentage</b> | <b>Frequency</b>                   | <b>Percentage</b> |
| Yes               | 45  | 75                | 52                                 | 87                |
| No                | 15  | 25                | 8                                  | 13                |

|       |    |     |    |     |
|-------|----|-----|----|-----|
| Total | 60 | 100 | 60 | 100 |
|-------|----|-----|----|-----|

Source: Field Study, 2009

Data shows that majority of respondents constituting forty five (45) respondents represent seventy five percent (75%) find the use of materials in the library for reference purpose only useful for providing information for their course work.

**Table 5: Audio Visual Aids**

| Frequency    | Distribution | Percentage |
|--------------|--------------|------------|
| Regularly    | 2            | 4          |
| Occasionally | 5            | 8          |
| Rarely       | 5            | 8          |
| Never        | 48           | 80         |
| Total        | 60           | 100        |

Source: Field Study, 2009

The data showed that, out of the total of sixty (60) respondents, forty eight (48) students represent 80% had never used the library photocopier. The under utilization of this facility is due to lack of enough information on the existence of the facility in the library.

**Table 6: Newspapers and Magazines**

| Respondents | Ever Read Current Journal |     | Ever Read Back Issues of Newspaper |     |
|-------------|---------------------------|-----|------------------------------------|-----|
| Yes         | 14                        | 23  | 10                                 | 17  |
| No          | 46                        | 77  | 50                                 | 83  |
| Total       | 60                        | 100 | 60                                 | 100 |

Source: Field Study, 2009

The figures indicated in the table shows that most of the respondents don't read current issues of Newspaper and Magazines in the library.

Out of the total of sixty (60) respondents, ten (10) students representing 17% read back issues of Newspapers and magazines in the library.

Analyzing Data obtained from Members of the Institute.

**Table 7: Use of Library**

| <b>Usage of Library</b> | <b>Frequency</b> | <b>Percentage</b> |
|-------------------------|------------------|-------------------|
| Regularly               | 1                | 8                 |
| Occasionally            | 10               | 84                |
| Rarely                  | 1                | 8                 |
| Total                   | 12               | 100               |

Source: Field Study, 2009

84% of members who responded indicated that they visit the library occasionally whilst 8% said they rarely visit the library.

Members of the Institute seldom visit the library. It is clear that they stop using the library as soon as they qualify as professional accountants.

From observation, the few members of the institution who visit the library do so and when they need information or a book for reference for their lectures in the evening school or a talk on a topic. They could easily be described as 'occasional' visitors.

**Table 8: Library Collection**

| <b>Respondents</b> | <b>Adequate Data for Your Needs</b> |                   |
|--------------------|-------------------------------------|-------------------|
|                    | <b>Frequency</b>                    | <b>Percentage</b> |
| Yes                | 7                                   | 58                |
| No                 | 5                                   | 42                |
| Total              | 12                                  | 100               |

Source: Field Study, 2009

Seven (7) respondents representing 58% showed that the library is able to meet their needs and five (5) representing 42% said the library's collections does not meet their needs.

**Table 9: Management Committee of the Institute's Library**

|       | <b>Existence of Management Committee</b> |                   | <b>Advise to Management Committee</b> |                   | <b>Effective way to Contribute to Management Committee</b> |                   |
|-------|--|-------------------|---------------------------------------|-------------------|--|-------------------|
|       | <b>Frequency</b>                         | <b>Percentage</b> | <b>Frequency</b>                      | <b>Percentage</b> | <b>Frequency</b>   | <b>Percentage</b> |
| Yes   | 8  | 67                | 4                                     | 33                | 11   | 92                |
| No    | 4  | 33                | 8                                     | 67                | 1  | 8                 |
| Total | 12                                       | 100               | 12                                    | 100               | 12   | 100               |

Source: Field Study, 2009

Majority of respondents according to the table shows that members are aware of the existence of the Library's Management Committee. However, only four (4) members out of the total of twelve (12) stated that they had never given any advice with regards to its work.

In answer to a question on effective way by which members can contribute more meaningful. Eleven (11) respondents representing 92% stated that, a suggestion box be used as a means of advising the committee.

**Table 10: Exhibition and Library Instruction**

|       | Any Exhibition or Display |            | Received any Instruction on the use of the Library |            |
|-------|---------------------------|------------|--|------------|
|       | Frequency                 | Percentage | Frequency  | Percentage |
| Yes   | 3                         | 25         | 3  | 25         |
| No    | 9                         | 75         | 9  | 75         |
| Total | 12                        | 100        | 12   | 100        |

Source: Field Study, 2009

Nine (9) respondents representing 95% stated that there has never been an exhibition or display of materials in the library.

Moreover, nine (9) respondents had not been given any instruction with regards to the use of the library according to table 11.

## **Summary, recommendations and conclusions**

### **Introduction**

Data obtained from the research shows that the entire three hypotheses have been confirmed. The first hypothesis states that the ICAG library does not undertake effective promotional program to inform hypothesis is true or otherwise the researcher asked users whether they have received any instruction on how to use the library and its range of facilities. Sixty (60) respondents representing 100% said no.

This has led to poor utilization of the services at the library which also confirmed the second hypothesis.

### **Summary of the Study**



The questionnaires administered on the users of the library brought about certain findings, which are summarized below:

1. The responses revealed that in the Accountancy Profession in Ghana, males outnumber their female counterparts as 75% of the students were males and 25% females. With respect to members, 70% of the members were male and 30% female.
2. The responses also revealed that majority of the students visited the library regularly and their main reason for visiting the library was to study. Majority of members, however, visited the library occasionally for consultation and reference.
3. In respect of the library environment and accommodation, the responses revealed that the atmosphere was not conducive for studies. The library's air conditioners were not working. The library tends to be congested during examination periods and this was a source of worry to the users.
4. The photocopying machine was underutilized due to ineffective promotional programs to inform students and members of their existence.
5. An observation of the stocks revealed that a sizeable number of them were very old and not attractive. Very few titles have recent editions. This accounted for low patronage of the books and journals in the library.
6. Promotion of the institute library is not very effective. Most of the users of the library got to know of the library from colleagues through verbal communication. There may be potential users of the library that are not aware of the institute of Chartered Accountants (GH) Library. There is the need for the library to embark on aggressive marketing services.

## **Recommendations**

In connection with the findings of the study, the following recommendations are made. The recommendations are made to serve as a guide to all libraries in general and especially those in the accountancy profession.

### **1. The marketing Strategy Perspectives**

The management committee of the library now the Education and Training Committee should re-examine the needs of current users and design program that would enable the administration to identify the information needs of the users. This exercise or project could be effected by administering questionnaires to members to seek their views, needs and programmes for a comprehensive or holistic information provision strategy to be developed for the institute' s library.

The responses to questionnaires and interviews should be valuable enough to be used to formulate a formidable marketing strategy, a revision of the library's acquisition policy. Lessons from this exercise would definitely compel the Management Committee to re-examine its human resources development programme; because it is believed that would require a special caliber of personnel staff imbued with identifiable qualities and skills after they have gone through the necessary training programmes.

Furthermore, it would also enable the management committee to determine the extent to which the library should be able to meet the information needs and requests of the target segments. It is believed that this exercise would definitely reveal the current strength of the Institute of Chartered Accountants (GH) library. The library's influence and impact on individuals and identifiable groups would be established

## **2. The Needs for Strategy Planning for the Future**

The time is ripe for the Institute of Chartered Accountants (GH) library to evolve a new development planning strategy that would support the Institute' programmes.

Secondly, to provide information an organize activities to support educational programmes of the department of education and training of the Institute.

## **3. Expansion Programme**

The user population is far greater than could be accommodated in the library. The authorities should be thinking of establishing reading rooms at vantage places within the various regions, with information and communication support.

Establishing standard branch libraries with stocks for students and members of the following regional capitals. Tamale, Sunyani, Cape Coast and Wa. The Takoradi branch library which is attached to Takoradi Polytechnic library needs to be stocked with new editions and improve infrastructure.

Network all the libraries and the main library in Accra with internet facility. Develop information clearing center for quick reference services on- line at the main library.

#### **4. Fund Raising Activities**

Lobby the auditing firms both local and multi-national, for financial and material assistance.

#### **5. Resource Management**

The ultimate success of the new marketing strategy will require sound management practice, effective and efficient information delivery systems, and provision of adequate human resources, good service conditions and remunerations. Management should put in place inventory of stock, equipment and facilities and utility services. These activities should guarantee a systematic and efficient operation and implementation of the library's marketing strategy.

#### **Information technology**

In this era of information technology, the internet is a valuable source of information. It can also be a major source of Accountancy information. The users of the ICAG library therefore want to have access to internet facilities in the library. But the survey revealed that there are no internet facilities in the library. It is recommended that ICAG library would consider providing commercial internet services to its users.

#### **Library Cooperation and Networking**

In order to effectively provide information services, it is recommended that the ICAG library should strengthen the existing links with her partner organizations such as Chartered Institute of Bankers, Financial Institutions and Practicing firms.

## **Conclusions**

As the researcher has already mentioned, the ICAG library like any other third world library has its own peculiar problems. These problems are hampering its proper functioning and as a result not rendering very effective services to its users.

It has not been easy to improve upon what has been acquired since the establishment of the library. This sad state of affairs does not augur well for the future of the library if steps are not taken to rectify the situation.

Another shortcoming concerns the seating capacity which has a limited space to cope with the high attendance of users particularly when examinations were approaching. Lack of adequate space hinders the library's ability audio visual equipments. It is a fact that much money has not been spent on stocking the library with relevant textbooks and journals. New editions have superseded most of the textbooks in the library. It is therefore clear that a library which does not update its stock is bound to fail in its objectives of providing very good services to its users.

For the ICAG library to provide effective services to its users and to play a very important role in the education and training of professional accountants in the country, the problem of acquisition of current materials to stock the library should be solved.

If the Institute of Chartered Accountants library is determined to come out of the woods, it should honestly re-examine its role in contributing to the informational needs of the students and members of the Institute of Chartered Accountants (GH) library for client – centered services and information to promote or enhance their business.

Furthermore, it should develop a reliable, efficient databank and information system, which will satisfy the information needs of financial and non – financial institutions.



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