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**CUSTOMER RELATIONSHIP MANAGEMENT PRACTICES AMONG LIBRARIANS
IN ACADEMIC LIBRARIES IN DELTA STATE**

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ABSTRACT

The study looked at the customer relationship management practices found among librarians in academic libraries in Delta State. Four research questions were raised to guide the study while the population of the study was 156 librarians. Instrument for data collection was a questionnaire and arithmetic mean was used to analyze data in respect of the research questions .The findings of the study revealed that respondents practiced two out of the four practices namely customer segmentation and customer interaction but did not practice customerization of services and customer lifecycle management. Based on the findings, it was concluded that generally the practice of customer relationship management in Delta State still leaves much to be desired and that academic libraries have not fully adopted the culture of customer orientation. Consequently, it was recommended among others that academic librarians and management should continuously work at improving the relationship with library customers by implementing CRM practices, evaluation of services already rendered and the use of CRM technologies to increase efficiency.

Keyword: Academic libraries, Academic Librarians, Customer Relationship Management (CRM)

Introduction

The emergence of Information Communication Technology (ICT) brought with it users' need for timelier, convenient and speedy information delivery in recent years. Jankowska, Hertel and Young (2006) stated that Google and Amazon customer gratification Web-based services have dramatically altered the information landscape, and now academic library users expect the same ease of use and prompt results when accessing information through the library. Academic libraries have to harness the technological change and use it to fulfill their mission which is to provide access to information when users need it. However, while these advances successfully have increased users' satisfaction, they have likewise raised users' expectations.

Academic library users have varying needs and expectations and it is the responsibility of the librarian to know these needs and expectations and strive to meet them. Thus, academic libraries should be searching constantly for new ways to keep up with those expectations. Jankowska et.al (2006) emphasized that the changing information landscape and users' demand forces academic libraries to confront some tough questions such as: How can academic libraries keep up with user expectations; how can academic libraries effectively exploit user feedback; how can academic libraries shape and influence user expectations. Academic libraries scramble to keep up with the new channels of communication, sometimes reluctantly, but blindly embracing sophisticated technology does not necessarily translate into optimal or even enhanced services. Therefore, for one to achieve constant success in service rendering, a strong relationship with the user is very important. Academic libraries should rather implement technology in the context of a grand service vision that librarians and users have jointly established on the bases of the user's input and feedback.

Academic libraries today are adopting Customer Relationship Management (CRM) concept and applications as one of the possible solutions to secure users' satisfaction while facing the challenges brought by proliferated information service channels, information explosion and user's high expectations. Kotler and Armstrong (2010) defined customer relationship management as the process of building and maintaining profitable customer relationships by delivering superior customer value and satisfaction. All aspects of acquiring, keeping and growing the customers are handled in Customer relationship management (CRM). Customer relationship management (CRM) helps the library to gain insight into the behavior of their customer and modify their service operations to ensure that customers are served in the best

possible way. Seeman and O'Hara (2006) stated that CRM enables the on-going relationship by providing a set of practices that provide a consolidated, integrated view of customers across all business areas to ensure that each customer receives the highest level of services. Mack, Mayo and Khare, (2005) identified four core elements of CRM, and that is; customer intelligence, interaction, customization and lifecycle management. The practices of CRM in academic libraries are grouped into customer segmentation, customer interaction, customerization of services and customer lifecycle management.

Customer Segmentation

The practice of dividing customers into groups that share similar characteristics is called customer segmentation which is also known as market segmentation. Blue Venn (2014) stated that customer segmentation is the ability to identify similar types of customers within a customer base and to group them together to form a cluster or segment. In the library, this is the process of dividing the users of the library into distinct and internally homogeneous groups in order to develop differentiated marketing strategies per their characteristics. Singh (2005) explained that segmentation can assist librarians in deciding which customer to pursue and which customer not to pursue with the limited resources available.

Customer segmentation strategies in the library begins with the following; identification of segmentation variables, development of segmentation profiles and differentiation of opportunities in each segment. According to Yang and Xu (2013) the purpose of the library database is to uniquely differentiate each patron or patron groups such as academic profile – institution I.D, name of campus, educational background, research and scholarly interest, teaching and specialty areas, personal profile, library profile and customer value ranking profile (system generated). This implies that different users receive different levels of service and different products from the library depending on the value to the library and their specific needs. Therefore, there is no level of granularity since each library has a level that works best for them.

Customer Interaction

Library users are not only listening but also talking back and amongst themselves and it is important that librarians not only listen to what users are saying but also what users are saying about the library amongst themselves. Nitish (2017) explained that customer interaction is the most basic form of communication between the company and the customer and every single interaction is another opportunity for your business to delight customers and retain them.

The terms customer engagement, customer intimacy and customer interactions are interchangeably used in CRM. Leligdon, Quinn and Briggs (2015) stated that academic libraries use a variety of channels to engage their users such as physical channels which includes all face to face interactions, access services personnel, subject liaison librarians and library administration engaging at all physical outlets whether in the library or at meetings and outreach events. They further stated that engagement also occurs through a variety of prints and electronic channels which include printed marketing brochures, fliers and departmental mailing to telephone calls, e-mails, web pages, virtual service desks, social media and learning management systems.

There are also other points of interaction in the library such as library workshop, user's education, library week, group research consultation etc. Aliu and Eneh (2011) explained that there should be a feedback, i.e. the beneficiary's reaction to the service obtained. They further explained that feedback in its purest form is a monitoring device for librarians to evaluate the effectiveness of their communication prowess. Nevertheless, if academic libraries concern themselves to the user's reaction to the services through feedback, they have expanded the one-way communication model to a two-way communication model. Consequently, there must be adequate exchange of information for customerization of services to take place.

Customerization of Services

Customerization of service is done after a successful customer interaction, whereby the user's needs are understood and considered when constructing the library offerings. Business Dictionary (2018) defined customerization as the process that occurs when a business customizes products or services by using feedback obtained from its clients. According to Wind and Rangaswamy (2001) customerization is a new type of mass customization that redefined marketing and business strategies, it is a redesign of marketing from the customers' perspective. Therefore, the term customerization is used synonymously with the term customization.

The purpose of customization is to increase customer satisfaction and the loyalty that is exhibited by customers. For effective customization, the organization culture of the library will change from what was operated before to what is required to meet the customer's needs. Moreover, this involves the building of key working culture, establishing agreements for cooperating, building team work that consisting of people of various disciplines that take different roles, integrative cooperation and efficient communication all of which requires participation of personnel at all levels from administrators to operators (Bavarsad &

Hosseini-pour, 2013). An academic library has to adapt its facilities- services and communication- in such a way that there is something unique for each customer. Accordingly, innovation is the search and exploit of new opportunities for satisfying human wants and needs and the successful exploitation of ideas. Although innovation is not just about creating a new idea but also move about convincing other people about that idea since most people resist change. The first step in creating an innovative library is to include change in the librarian's goals, performance, and management process. The library needs to implement policies that encourage innovation. In fact, innovation needs to start at the top with senior management developing policies and empowering staff to implement them.

Technology means computing capabilities that allows the library to collect, organize, save and use data about its users. Chen and Popovich, (2003) explained that CRM application provider can use technology in gathering data, producing knowledge to predicting the behavior of customers and patterns of trade. The application of technology can upgrade the qualities of the information collected and the development of CRM technology can be viewed from the perspective of the level of information technology applied in building customer relationships. However, it is important to note that CRM process can be successfully executed without the use of CRM technology. In other words, technology is only likely to enhance the productivity of CRM activities but not required for successful execution.

Customer Lifecycle Management

The customer lifecycle is the total time that the customer is engaged with the library. Ylinen (2014) explained that customer lifecycle management (CLM) is a measurement tool of the successfulness of a company's customer relationship management programme. Subsequently, the measurement of multiple customer related metrics when examined for a period will point out the performance of the library and also outline the life of the library relationship with the customer. The customer lifecycle enables librarians understand the stages a customer is in, to enable the customer move from one level to another without initiating unintended barriers to the customers' progress along the way and causing the customers to drop out of the relationship. Buttle (2009) stated three main categories of CRM activities based on the customer lifecycle process; customer acquisition, customer development and customer retention.

Nasir (2015) stated that customer acquisition management is a set of methodologies and systems for managing customer prospects and inquiries that are generated by a variety of

marketing techniques. Academic libraries differ slightly, the customers are available it is either you are students, a lecturer or a member of the academic community although not using the library. Academic libraries must strategize on how to turn the customer with lack of willingness to visit the library to a committed customer hence the term customer acquisition within the academic library means turning the customer with lack of willingness to visit the library to a committed customer.

Customer development as explained by Alvarez (2017) is a hypothesis- driven approach to understanding who your customers are, what problems and needs they have, how they are currently behaving, which solutions customers will give you money for, how to provide solutions in a way that works with how your customers decide, procure, buy and use. Furthermore Garvin (2015) explained customer's feedback as a process used in customer development to help define and develop products. In other words customer development requires librarians to practice the art of interaction and customerize its services based on the feedback.

Business Dictionary (2018) defined customer retention as an assessment of the product or service quality provided by a business that measures how loyal its customers are. Customer retention has direct ties with customer satisfaction and if the customers are satisfied with your services they will return, that is retention. According to Reddy (2017) in order to improve the service quality, the user satisfaction survey is a tool that provides both quantitative and qualitative data making it an important tool of the library for process and performance measurement. There are various methods, tools and techniques to measure, control and improve the quality of library services and they are TQM (Total Quality Management), SERVQUAL, LibQUAL+. Tiwari (2017) explained the important measuring tools and techniques of the library as: TQM - one of the techniques used for the improvement and maintenance of quality or performance of the library; SERVQUAL- as the most popular assessment tool of service quality; LibQUAL+ - as a tool for measuring user's perception of services quality and identification of gaps between desired, perceived and minimum expectation of services.

Customer lifecycle management lays emphasis on the interaction between librarians and customers which means it can be seen from both perspective of the librarian and customer. Attracting and keeping library customers begins with understanding how well librarians understand the library customers' lifecycle. According to Bamidele, Omeluzor, Imam and Amadi

(2013), training of librarians is necessary in facing the happenings and activities at work on each working day. In addition to enhancing librarians' skills and knowledge, education boosts the motivation and commitment of librarians and reduces librarians' resistance. Customer lifecycle management seeks to enable librarian's spot ineffective processes or communication, patterns and unmet customer needs.

Statement of the Problem

Librarianship is service oriented and as such its major concern is its users' satisfaction. The coming of virtual universities supported by virtual libraries has called for some concern in relation to the function of academic libraries and the security of its future. Despite academic libraries adoption of technologies and digital information revolution, getting users to use the libraries services has become increasingly difficult. This is because these users have various alternative channels which are not regulated by place or time. Library users may come into the library to study or to use the newly installed cyber café but they are not interested in using other library materials or services. This means that academic libraries and librarians are losing relevance in the business of providing information to current and potential users to less complicated mediums such as Google, Bing, Ask.com, and so on.

Recently, there has been an increased interest among academic libraries in the use of customer relationship management (CRM) concepts and its applications as a possible solution to secure and retain users. Although CRM practices exist in academic libraries such as customer segmentation, customer interaction, customerization of services and customer lifecycle management yet academic libraries seem not to meet their users' needs and expectations. This may be because academic libraries neither have any acquisition and retention policies nor implementation framework for its practitioners. All they do is to offer practices related to the traditional library services thereby failing to update their methods in line with current trends. Therefore, this has led academic librarians to face complexity of challenges in ways of identifying users' needs and expectations and their application into the development of library services. Consequently, has resulted to the inability of the academic libraries to satisfy or meet the information needs of users and may have led to the poor usage of the library. With these challenges that academic libraries and librarians are facing, there is a pressing need to find out exactly the CRM practices of academic libraries.

It is based on this that the researcher wants to carry out this study to determine customer relationship management (CRM) practices among librarians in academic libraries in Delta State.

Objectives of the Study

The main purpose of this study is to determine the customer relationship management (CRM) practice among librarians in academic libraries in Delta State. The study specifically seeks to determine:

1. The practice of customer segmentation by academic librarians in Delta State.
2. The practice of customer interaction by academic librarians in Delta State.
3. The practice of customerization of services by academic librarians in Delta State.
4. The practice of customer lifecycle management by academic librarians in Delta State.

Scope of the Study

The study covers all the academic librarians (with minimum of Bachelor of Library Science or Higher National Diploma in library science) in four (4) universities, three (3) polytechnics, four (4) colleges of education and one (1) training institute (which was grouped with the polytechnics since they award the same degree) in Delta State.

Methodology

This study adopted the descriptive survey research design. The population of the study consists of one hundred and fifty-six (156) academic librarians in the twelve higher institutions in Delta State, Nigeria. A structured questionnaire was used to collect data for the study and out of the one hundred and fifty-six (156) copies of questionnaire administered; one hundred and forty-two (142) were retrieved and analyzed. The reliability of the instrument was ascertained using Cronbach's Alpha Formula. Data obtained were analyzed using arithmetic mean.

Results:

Practice of customer segmentation by academic librarians in Delta State:

Table 1: Mean rating of Customer Segmentation Practice in Academic Libraries.

S/N	Questionnaire items	University Mean	Polytechnic Mean	College of Education Mean	Average Mean	Decision
1	Has a formal system for identifying library customers.	3.25	3.7	3.43	3.46	Practiced
2	Has a formal system for differentiating library customers.	3.15	2.88	3.38	3.14	Practiced
3	Registers and takes record of customer's profiles.	3.55	3.9	3.57	3.64	Practiced
4	Develops the profiles of each type of customer that visits.	2.78	3.03	2.50	2.77	Practiced
5	Analyzes the users' profiles.	2.77	2.68	2.03	2.49	Not Practiced
6	Classifies user's base on their references.	2.63	2.4	2.16	2.40	Not Practiced
7	Has a database of all library customers.	2.58	2.85	2.51	2.65	Practiced

Table 1 reveals that items 1, 2, 3, 4, and 7 were practiced by academic libraries with the exception of 5 and 6 which were not practiced. This implies that it is evident that academic librarians practice customer segmentation in libraries in Delta State.

Practice of customer interaction by academic librarians in Delta State:

Table 2: Mean rating of Customer Interaction Practices in Academic Libraries.

S/N	Questionnaire items	University Mean	Polytechnic Mean	College of Education Mean	Average Mean	Decision
8	By providing personal assistance to clarify customers' needs and determine what information source will fill them.	3.51	3.73	3.14	3.46	Practiced
9	By providing education to users to enable them use the library effectively.	3.48	3.35	3.59	3.47	Practiced
10	By using one or more techniques to collect and analyze data on users' opinions and needs.	3.15	3	2.92	3.02	Practiced

11	By using social media to connect with users.	2.78	2.7	2.05	2.51	Practiced
12	By designing and distributing systematic assessment surveys on service quality to customers.	2.95	2.55	2.16	2.55	Practiced
13	By organizing workshops to support the users study and research.	2.97	2.95	3.05	2.99	Practiced
14	By using the library blog to connect with users.	3.03	2.5	1.78	2.44	Not Practiced
15	By collection of data through a self-administered electronic set of questions on the library website.	2.98	2.3	1.70	2.33	Not Practiced

Table 2 reveals that all the participating libraries selected almost every item, demonstrating that they each engage in a range of activities with the exception of 14 and 15 which were not practiced. Therefore academic librarians in Delta State practice customer interaction.

Practice of customerization of services by academic librarians in Delta State:

Table 3: Mean rating of Customerization of Services Practices in Academic Libraries.

S/N	Questionnaire items	University Mean	Polytechnic Mean	College of Education Mean	Average Mean	Decision
16	Promoting and organizing awareness on the importance of meeting users' needs.	2.77	2.63	2.54	2.65	Practiced
17	Centralizing and sharing user's information within the library.	2.8	2.83	2.89	2.84	Practiced
18	Encouraging librarians to develop new and innovative ways to perform their duties.	2.82	2.63	2.81	2.75	Practiced
19	Customizing services based on data generated through interactions with users.	2.2	2.15	2.22	2.19	Not Practiced
20	Practicing teamwork by sharing responsibilities information, and decision making.	2.85	2.98	2.92	2.92	Practiced
21	New initiatives are evaluated for its impact on the users before they are implemented.	2.31	2.23	2.05	2.2	Not Practiced
22	Has an IT strategic plan that is linked and guided by the library strategic plan.	2.6	2.38	2.27	2.42	Not Practiced

23	IT strategic plan has produced improved efficiency in the collation of user's data.	2.54	2.8	2.38	2.57	Practiced
24	Development projects include the updating of the enabling technology needed to improve customer services.	2.55	2.75	2.32	2.54	Practiced
25	Training on how the library's technology meets the library daily routines and objectives.	2.85	2.75	2.95	2.85	Practiced
26	Use IT to store and integrate user's data.	2.45	2.28	1.92	2.22	Not Practiced
27	Use communication technology to support CRM in my library (telephone, web page etc.)	2.55	1.73	1.76	2.01	Not Practiced
28	use information technology to support CRM in my library(database, data mining, Knowledge management system)	2.51	1.95	1.70	2.05	Not Practiced
29	Use technology for operating support of CRM in my library (LibCRM, marketing automation)	2.17	1.98	1.70	1.95	Not Practiced

Table 3 reveals that items 16, 17, 18, 20, 24 and 25 were practiced by the participating academic libraries with the exception of 19,21,22,23,26,27,28 and 29 which were not practiced. Therefore, judging from the information in table 3, it is evident that academic librarians in Delta State do not have practices on customerization of services.

Practice of customer lifecycle management by academic librarians in Delta State:

Table 4: Mean rating of Customer Lifecycle Management Practices in Academic Libraries.

S/N	Questionnaire items	University Mean	Polytechnic Mean	College of Education Mean	Average Mean	Decision
30	Career development is geared towards meeting customers' needs.	2.58	2.73	3.19	2.83	Practiced
31	Frequent meetings are organizes to update and share information on how to improve customers services.	2.54	2.53	3.19	2.75	Practiced
32	Librarians are retrained as often as new technological changes occur.	2.63	2.58	2.78	2.66	Practiced
33	Analysis and interpretation of users feedback data is used to facilitate improvement of services.	2.03	1.98	1.84	1.95	Not Practiced

34	Statistical and analytical research information is used in evaluating service performance.	2.34	2.3	2.14	2.26	Not Practiced
35	Monitoring current usage statistics is a means used in monitoring and predicting future pattern of use and to aid planning in response to users' needs.	2.88	2.3	2.11	2.43	Not Practiced
36	User's satisfaction is measured using library specific user's satisfaction surveys. (LibQual)	2.12	2.43	1.84	2.13	Not Practiced
37	User's satisfaction is measured by library user's submitted suggestions.(feedback box)	2.79	2.93	1.97	2.56	Practiced
38	Users satisfaction is measured using library users feedback meetings (focus group)	2.22	1.78	1.70	1.90	Not Practiced

Table 4 reveals that items 30, 31, 32, and 37 were practiced by the participating academic libraries with the exception of 33,34,35,36 and 38 which were not practiced. This implies that academic librarians in Delta State do not have practices on customer lifecycle management.

Discussion of Finding

The study revealed that academic librarians practice customer segmentation. The distinctive institutions show that every library has different ways of customer segmentation which works for them but each one of them agreed that they had a formal system for identification and differentiating their users but differ in the practice of analyzing users' profile and classification of users based on their preferences. This finding agrees with Sellhed and Andersson (2014) study that in general there is a large knowledge regarding the term segmentation and that how segmentation was practiced in the different organizations differed, though there are some similarities. The findings of Alcock (2011) buttress this fact, that customer segmentation exercise is part of the library's Customer Service Excellence process by carrying out a segmentation exercise for customers and interviewing customers from each segment to identify what their journey was and their experience in the library. Siriprasoetsin, Tuamsuk and Vongprasert (2011) findings proved that continuous activities, services, and recording and registering customer accounts contribute to success in maintaining good relationships with customer. Furthermore, Yi (2016) study displays that librarians actually use a variety of effective techniques to segment library users.

The study also revealed that academic librarians practice customer interaction. Gbadeyan (2010) findings agree with this study, when it also reveals that personalization, interactive management and relations with patient are important components of customer relationship management. Broady-Preston, Felice and Marshall (2006) findings stated that good communication strategies are essential for the success of CRM and that with regard to modes of communication that there were discernible differences between the two academic libraries. Furthermore, this result agrees with Leligdon et al. (2015) which stated that academic libraries use variety of channels to engage their users every day and in combination. The distinctive institutions show that every library has different means of communicating with library users although there were similarities in the practice of interaction among the institutions. Alcock (2011) buttresses this finding when libraries were asked to identify which customer research activities they utilized to gain knowledge of regarding establishing user needs.

The study also revealed that academic librarians do not practice customerization of services. The findings of this study also shows there were practices of centralizing and sharing users' information within the library; encouraging librarians to develop new and innovative ways to perform their duties and teamwork. This seems not to have any impact on the academic libraries because the study finding also shows that academic libraries do not customize services based on data generated through interaction with users and new initiatives were not evaluated for its impact on the users before they were implemented. This is in line with Nwude and Uduji (2013) findings that pharmaceutical firms in Nigeria do not customize most of their products and service offering based on data generated through interactions between the customers, and the companies. That is to say that the academic libraries are collecting and keeping data but most have never used the data in an integrated or consistent manner. Zablah (2005) also discovers that the quality of information on customers was related to the building of relationship with customers and the use of technology increased the quality of information. This is not the same with the findings of this study that state that the use of IT was to store and integrate users' data but the use of technology for operating support of CRM were not practiced. Wang (2012) findings stated that ICT settings and related facilities in libraries should be accessible and support the satisfaction of user needs. This study's findings show that only university libraries use communication technology such as web page and telephone and information technology such as database and data mining. Siriprasoetsin et al. (2011) state that university lecturers believe that technology is no longer a factor affecting CRM and this means that the technology already exist

or can be obtained without difficulty. Stokic, Stojanovic, Bogdanovic, Despotovic-Zrakic and Radenkovic (2018) findings revealed that most libraries possess a database of stakeholders, but they rarely use smart technologies. This may explain why only university libraries in the study use information technology to support CRM in the library such as database and data mining although all the distinctive institutions agreed to have database of all libraries customers.

Finally, the study revealed that academic librarians do not practice customer lifecycle management. Ogunnaike, Borishade and Jeje (2014) carried out a study which attempts to examine the relationship between customer's relationship management practices and student's satisfaction in Nigeria. The findings differ from this study by the student's willingness to recommend to others increases when the student lifecycle in the university is well managed. Likewise, the findings of Alcock (2011) differ from the findings of this research based on the fact that almost all academic libraries selected every option; demonstrating that they each engage in a range of activities such as Library specific user satisfaction surveys (in house or external e.g. LibQUAL), general user satisfaction surveys, user feedback meetings. The distinctive institutions show that the mean score for some practices are accepted such as the career development, frequent meetings and updates on how to improve customer service, retraining on new technological changes, but practices on analysis and interpretation of feedback data, Statistical and analytical research information used in evaluating service performance, and measuring user's satisfaction with LibQual and focus group was rejected. This invariably means that services are offered by the library, but they do not carry out performance evaluation, neither is there a culture of assessment and the purpose of CRM exists in the customer lifecycle management. Reddy (2017) stated that performance measurement and user survey can show if a library is efficient and effective in delivering services.

Conclusion

The conclusion drawn from the findings of this study is that, generally, the practice of customer relationship management (CRM) among librarians in academic libraries in Delta state still leaves much to be desired since only two practices out of the four practices were practiced. In addition, information technology, human resources and process should be aligned with CRM practices. It was also concluded that these academic libraries have not fully adopted the culture of customer orientation and most likely are not satisfying their customers.

Implications of the Study

The study has confirmed that elements of CRM practices such as segmentation and interaction are evident in academic libraries in Delta State. It has practical implications on how academic librarians effectively segment and interact with library users and constant segmentation and interaction will enable the library identify the customer's needs. However the fact that academic librarians in Delta State collect these data but do not use the knowledge acquired to customize services and manage customer's lifecycles further implies that academic libraries in Delta State are yet to fully utilize all options in improving user's satisfaction.

The study also confirms that the distinctive institutions show significant difference in the practice of CRM. It is imperative that academic libraries formalized the approach of CRM practices by clearly defining the guidelines and strategies that define the relationship between library personnel and patrons based on improving users experience by all means necessary. Finally this has provided empirical evidence on the practice of customer relationship management by librarians in academic libraries in Delta state and therefore will provide the basis for further research on CRM.

Recommendations

Based on the findings and conclusions from this study the following recommendations were made.

- Academic librarians should continuously work at customerization of the library services based on data collected from the feedback of customer interaction.
- Academic librarians should ensure total commitment to the customers by evaluating the customers' satisfaction with the services rendered as part of the library's customer lifecycle management.
- There is need for the integration of smart technology supporting CRM in academic libraries this will save the users' time and energy.
- Academic librarians need training on both technical and human relationship skills, and capabilities to align library's goals with customers' expectations.
- Researchers and scholars should be encouraged to conduct more studies on customer relationship management.

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