Marketing Orientation and Successful Positioning of Academic Libraries in Nigeria: A Focus on Edo State Library, Benin City

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Abstract
Libraries play an important role in education, research and community development. However, changes in technology and information-seeking behaviour have made it necessary for libraries to improve how they understand users, promote their services and communicate their value. This study examines how marketing orientation can contribute to the successful positioning of Edo State Library, Benin City. It adopts a qualitative documentary research design, drawing on relevant journal articles, professional publications and institutional documents published between 2020 and 2026. The collected materials were analysed thematically to identify recurring issues relating to user needs, service quality, digital communication, institutional support and library visibility. The findings suggest that marketing orientation can help libraries improve their relevance, attract users and establish a stronger institutional identity. However, inadequate funding, weak information and communication technology (ICT) infrastructure, limited staff training and insufficient management support may hinder its effective implementation. The study concludes that library marketing should go beyond occasional publicity and become part of everyday management and service delivery. It recommends regular user-needs assessments, staff training, improved digital communication and stronger community partnerships. The study contributes to knowledge by presenting a framework for understanding how marketing orientation can improve the positioning of public libraries in Nigeria. However, further field research is needed to establish the current marketing practices and performance of Edo State Library.

Keywords: *Digital communication, Edo State Library, library marketing, library positioning, marketing orientation, and user needs.*

1. Introduction

Libraries remain important institutions for education, research, literacy development and access to reliable information; this is because they provide resources that support students,

researchers, teachers and members of the public. However, the way people search for and use information has changed considerably because Search engines, social media, digital libraries and online learning platforms have made information more accessible without requiring people to visit a physical library. These changes have created a need for libraries to rethink how they attract users and communicate the value of their services. One approach that can help is marketing orientation. Marketing orientation involves understanding users' needs and developing services that respond to them. It also requires organisations to monitor changes in their environment, communicate effectively and evaluate their performance. In libraries, this may involve improving collections, providing user education, promoting available resources and making services easier to access. Marketing orientation is not limited to advertising or publicity. Rather, it is a management approach that places users at the centre of decision-making. A library may possess valuable resources, but if users do not know about them or find them difficult to access, those resources may not achieve their intended purpose.

Aghoghovwia and Obi (2023) emphasise the importance of marketing library and information services in Nigeria. Their work highlights the need for libraries to adapt to changes in the information environment and communicate the value of their services more effectively. Marketing orientation is closely related to institutional positioning. Positioning refers to how people perceive an organisation in comparison with other available options. For libraries, successful positioning means being recognised as relevant, trustworthy, accessible and useful. Babarinde et al. (2026) examined strategic marketing and library visibility in Nigerian academic libraries. Their findings indicated a positive relationship between strategic marketing practices and library visibility, although inadequate funding, weak ICT facilities and resistance to innovation presented challenges.

Similarly, Ogbomo and Bello (2023) investigated librarians' attitudes towards marketing library services in Delta and Edo States. Their findings showed that librarians generally viewed marketing positively, but practical implementation was affected by inadequate funding, limited management support and insufficient ICT infrastructure.

Emiri and Lulu-Pokubo (2024) also examined social media marketing in university libraries in Delta and Edo States. Their study highlighted the continued use of conventional communication methods and differences in the availability of digital communication channels. These studies suggest that recognising the importance of marketing is not enough. Libraries must also integrate marketing principles into their planning, service delivery and communication. Edo State Library, Benin City, provides a useful context for examining this issue. As a public library, it serves a wider community than a typical university library, potentially including students, teachers, researchers, job seekers and other members of the public. Although the title uses the expression academic libraries, Edo State Library is a public library. This study therefore draws on relevant research involving academic libraries while interpreting its implications for a state public library. The discussion does not assume that the marketing practices or performance of Edo State Library have been directly measured.

2. Statement of the Problem

The growing availability of online information has changed how people access knowledge. Many individuals now depend on digital platforms rather than visiting physical libraries. Although this development creates opportunities for libraries to reach wider audiences, it also makes it more difficult for them to attract attention and maintain users' interest.

One challenge is that libraries may concentrate on acquiring and organising resources without giving equal attention to promoting their services or understanding users' experiences. When library services do not reflect users' needs, the resources available may remain underused.

Another challenge concerns the practical implementation of marketing strategies. Ogbomo and Bello (2023) found that librarians in Delta and Edo States generally had favourable

attitudes towards marketing, but their involvement in marketing activities was limited by funding constraints, inadequate training and insufficient management support.

Digital communication presents an additional concern. Emiri and Lulu-Pokubo (2024) reported that conventional communication methods remained important in university libraries in the two states, while the availability of virtual communication channels varied.

These challenges raise questions about how public libraries can improve their visibility, strengthen their relationships with users and establish a distinctive identity.

For Edo State Library, effective positioning requires more than maintaining collections and providing physical access. It also requires understanding community needs, communicating available services and responding to changes in information-seeking behaviour.

However, the literature reviewed for this study provides limited direct evidence about how marketing orientation currently operates at Edo State Library. This creates a need to examine relevant research findings and identify practical strategies that could support its positioning.

3. Objectives of the Study

The general objective of this study is to examine how marketing orientation can contribute to the successful positioning of Edo State Library, Benin City. The specific objectives are as follows:

1. Examine marketing-orientation practices that can support the effective positioning of Edo State Library, Benin City.
2. Identify organisational and environmental factors that may influence marketing orientation and successful positioning.
3. Recommend strategies for improving the library's visibility, user engagement and institutional positioning.

4. Significance of the Study

Library management: The study provides ideas for incorporating user needs, service quality and promotion into library planning and decision-making.

Librarians: It highlights the importance of developing skills in communication, user research, service development and digital engagement.

Library users: Better marketing orientation can help users discover available resources and encourage the development of services that reflect their needs.

Government and policymakers: The study draws attention to the need for adequate funding, ICT infrastructure and professional development to support effective library services.

Researchers: It contributes to discussions on library marketing in Nigeria, particularly the positioning of public libraries, which receive less attention in the literature reviewed than university libraries.

5. Conceptual Review

Concept of Marketing

Marketing is traditionally concerned with identifying needs, developing products or services capable of satisfying those needs, communicating value and establishing relationships with customers. In a library environment, the concept is adapted to a non-commercial information-service context. The central concern of library marketing is therefore not profit maximisation but the effective connection of users with information resources and services.

Marketing literature on libraries identifies analysis, planning, implementation and control as important marketing-management functions. User and market analysis enable an academic library to understand its target groups and identify their needs before designing appropriate services (Aharony, 2012).

Concept of Marketing Orientation

Marketing orientation is an organisational approach that places users' needs and satisfaction at the centre of decision-making. It involves understanding the target audience, monitoring changes in the environment and developing services that provide value.

In libraries, marketing orientation means considering users when making decisions about collections, opening hours, communication, digital resources and outreach programmes.

A marketing-oriented library asks not only what resources it possesses but also who needs them, how they can be accessed and what improvements would make them more useful.

For this study, marketing orientation is understood through five main dimensions:

User orientation: Understanding users' needs, preferences and experiences.

Environmental awareness: Monitoring technological changes and alternative information sources.

Service responsiveness: Adapting services to identified needs.

Organisational coordination: Ensuring that library departments work towards common service objectives.

Performance evaluation: Assessing awareness, satisfaction and service use.

These dimensions provide a basis for examining how marketing orientation can improve library positioning.

Marketing Orientation in Libraries

Library marketing differs from marketing in profit-making organisations because libraries primarily serve educational, informational and community needs. Marketing activities may include conducting user surveys, promoting available resources, organising reading programmes, providing information-literacy training and maintaining effective communication channels. Etukudo and Atanda (2023) discuss the importance of marketing principles in Nigerian university libraries, emphasising the need to consider service development and promotion together. For a public library, marketing should help people understand what is available, how the services can benefit them and how they can access those services.

Concept of Successful Positioning

Positioning refers to the place an organisation occupies in the minds of its target audience relative to other available options.

For a library, successful positioning means that users recognise it as a relevant and dependable source of information.

A public library may seek to establish an identity as a community learning centre, a literacy-development institution or a reliable source of local history and cultural information.

Positioning differs from visibility. Visibility concerns whether people know about the library, while positioning concerns what they think about its usefulness and distinctive value.

The main indicators of successful positioning in this study are:

1. Awareness of library services.
2. Perceived relevance and usefulness.
3. A distinctive institutional identity.
4. User trust and satisfaction.
5. Continued engagement with library programmes and resources.

Relationship Between Marketing Orientation and Positioning

Marketing orientation can support successful positioning through a continuous process.

First, the library identifies users' needs. It then develops or improves services to address those needs, communicates the benefits of its services and evaluates users' responses.

When these activities are properly coordinated, the library can become more relevant and recognisable to its target audience.

Marketing Orientation and Digital Communication

Digital communication provides opportunities for libraries to reach users beyond their physical locations. Websites, social media, electronic newsletters and online catalogues can help people discover resources and obtain information about library programmes.

Momoh and Oni (2021) identified the use of social media for marketing, reference services, current-awareness services and user education in tertiary institution libraries in Edo State.

However, simply creating a social media account does not guarantee effective marketing. The information shared must be accurate, relevant and regularly updated.

Libraries should therefore select communication channels that suit their users and their available resources.

Marketing Orientation and Service Quality

Service quality concerns how well a service meets users' expectations. In libraries, it includes staff responsiveness, access to resources, convenience, reliability and the general user experience. Marketing orientation helps libraries identify service gaps through feedback, while improvements in service quality can strengthen users' trust and satisfaction.

This relationship shows that marketing should be an ongoing management responsibility rather than an occasional promotional activity.

Marketing Functions in Academic Libraries

1. Market and User Analysis

User analysis is one of the most important marketing functions. The academic library must understand who its users are, what they need, how they search for information and what prevents them from using available resources.

At Federal Polytechnic, Orogun, potential user groups include students, academic staff, researchers, administrative personnel and other members of the academic community.

User analysis may involve:

Interviews, Focus-group discussions, Suggestion boxes, User surveys, Usage statistics, Observation, Feedback forms, Analysis of database usage, Social-media interaction

The information obtained can help librarians design services that correspond to actual user needs.

2. Service Development

Marketing should influence the development and improvement of library services. A library should not simply promote existing services; it should continuously evaluate whether those services remain relevant (Anderson, 1982).

For example, if students increasingly use mobile devices, the library may need to improve mobile-accessible resources and digital communication. If students have difficulties evaluating online information, the library may strengthen information-literacy instruction.

3. Promotion

Promotion involves communicating the availability and value of library resources and services to users.

Academic libraries can use:

Posters, Flyers, Library guides, Orientation programmes, Workshops, Departmental visits, Email communication, Institutional websites, Social media, Digital notice boards, Library newsletters, Demonstrations of electronic databases (Koontz & Mon, 2014).

Promotion should answer a fundamental question from the user's perspective: How does this service help me succeed academically?

4. Communication

Effective marketing depends on effective communication. Library communication should be clear, timely, accessible and appropriate for different categories of users.

Communication can occur through interpersonal interaction between librarians and users as well as through digital channels.

Librarians can use communication to announce:

New resources, Database availability, Opening hours, Training programmes, Research-support, services, New books, Changes in library policies, Examination-period services

5. Market Information Function

Information is central to both marketing and librarianship. Librarians collect information about users, competitors, technologies, available information resources and changing academic requirements.

Such information can help the library make evidence-based decisions about resource acquisition, service development and promotional activities.

Gupta's et al., (2006) analysis of marketing and library operations identifies market-information activities among the major marketing functions and demonstrates the close relationship between marketing and conventional library operations.

6. Relationship Marketing

Relationship marketing focuses on developing continuing relationships with users rather than treating each interaction as an isolated transaction.

In an academic library, relationship marketing can involve:

Responsive reference services, Personalised research assistance, Follow-up communication, User feedback, Academic-department liaison, Research consultations, Information-literacy programmes.

When users consistently experience helpful and responsive services, their perception of the library can improve.

Challenges to Effective Library Marketing

Several challenges may affect academic-library marketing in Nigeria.

Inadequate Funding

Limited financial resources may restrict acquisition of resources, development of digital services and implementation of promotional programmes.

Inadequate ICT Infrastructure

Unstable connectivity, insufficient computers and other technological limitations can affect digital service delivery.

Limited Marketing Skills

Some library staff may have strong professional library skills but limited formal training in marketing, communication and digital promotion.

Resistance to Change

Traditional approaches may continue even when user behaviour has changed significantly.

Poor User Feedback

Without systematic feedback mechanisms, librarians may find it difficult to determine whether promotional activities are successful.

Low Institutional Visibility

If the library is not represented strongly in institutional communication and academic

activities, its services may remain less visible.

Strategies for Successful Positioning

Based on the conceptual and empirical literature, the following strategies are recommended (Kotler et al., 2020).

1. Develop a Library Marketing Plan

The library should establish a written marketing plan with clearly defined target users, objectives, communication channels, responsibilities and evaluation procedures (McCarty,1960).

2. Conduct Regular User-Needs Assessment

Regular surveys, interviews and focus groups should be used to identify changing information needs.

3. Strengthen Digital Presence

The library should maintain appropriate digital communication channels through which users can receive timely information about resources and services.

4. Improve Library Orientation

New students should receive structured orientation on:

Library resources, Catalogue use, Electronic resources, Research assistance, Information-literacy services, Referencing and citation

5. Establish Departmental Liaison

Librarians can work with academic departments to identify programme-specific information needs and promote relevant resources.

6. Use Information-Literacy Training as Marketing

Training sessions should not only teach students how to search for information; they should also demonstrate the library's value as an academic partner.

7. Use User Testimonials and Success Stories

Where appropriate and with permission, the library can communicate examples of how its services have assisted students and researchers.

8. Evaluate Marketing Activities

Marketing should be assessed through indicators such as:

Attendance at library programmes, Use of electronic resources, Reference enquiries, Training participation, User feedback, Library visits, Digital engagement (Nwosu,2013).

6. Theoretical Framework

Market Orientation Perspective

The market orientation perspective provides the main conceptual foundation for this study. It emphasises understanding the needs of the target audience, sharing relevant information across an organisation and responding to that information through coordinated action.

In a library, this involves understanding users' information needs, preferred communication channels and expectations of service delivery.

For Edo State Library, the perspective suggests that marketing decisions should be based on information about the community rather than assumptions about what people need.

Theory of Planned Behaviour

The Theory of Planned Behaviour, developed by Ajzen (1991), explains how attitudes, subjective norms and perceived behavioural control influence intentions and behaviour.

The theory can help explain why librarians may support marketing in principle but fail to implement it consistently. Staff attitudes towards marketing, management expectations and the availability of resources may influence their willingness and ability to participate in

marketing activities.
For example, librarians may recognise the importance of digital communication but be unable to maintain online platforms because of limited training or inadequate ICT facilities.
Together, the two perspectives help explain both the organisational processes required for marketing orientation and the factors that may influence its implementation.

7. Empirical Review

Several studies provide useful insights into library marketing and positioning in Nigeria.
Momoh and Oni (2021) examined social media tools and library services in tertiary institutions in Edo State. They found that social media supported activities such as marketing, reference services and user education. Their findings demonstrate the potential of digital communication to improve access to library information.
Aghoghovwia and Obi (2023) discussed the marketing of library and information services in Nigeria. Their work highlighted the need for libraries to adapt their services to changes in the information environment. Ogbomo and Bello (2023) investigated librarians' attitudes towards marketing library services in Delta and Edo States. Their findings showed that librarians generally had favourable attitudes towards marketing, but inadequate funding, limited training, weak ICT facilities and insufficient management support affected implementation.
Emiri and Lulu-Pokubo (2024) examined social media marketing in university libraries in Delta and Edo States. Their findings indicated that conventional communication methods remained prominent, while the availability of digital channels varied among libraries. This suggests that libraries need to improve digital communication while maintaining useful traditional methods. Etukudo and Atanda (2023) examined the marketing of library and information services from an entrepreneurial perspective. Their discussion highlighted the importance of applying marketing principles to service development and promotion.
Ogbomo (2025) discussed promotional methods used to market information products and services in academic libraries. The work highlighted the role of advertising, publicity, public relations, workshops and information materials in improving awareness and encouraging the use of library resources. Dada et al. (2025) examined challenges and strategies associated with marketing library resources and services in university libraries in South-South Nigeria. Their study is relevant because it considers practical marketing challenges within the region where Edo State is located. Babarinde et al. (2026) investigated strategic marketing and library visibility in Nigerian academic libraries. They reported a positive relationship between strategic marketing and visibility, while identifying inadequate funding, weak ICT infrastructure and resistance to innovation as challenges.
Ilori and Haliso (2026) examined competitive intelligence and entrepreneurship skills in relation to library marketing among academic librarians in public universities in Lagos State. Their work highlights the importance of understanding the environment and developing the professional competencies needed to market library services effectively.
Overall, the reviewed studies suggest that effective library marketing depends on more than promotional activities. It also requires user understanding, appropriate services, staff competencies and institutional support.

8. Research Gap

The literature reviewed reveals three important gaps:
Contextual gap: Many relevant studies focus on university libraries rather than state public libraries. Although research from Edo and Delta States provides useful background, it does not directly establish the current marketing practices of Edo State Library.
Conceptual gap: Some studies focus on individual activities, such as social media use or publicity. Marketing orientation is broader because it combines user research, service

development, organisational coordination and performance evaluation.
Practical gap: Although existing studies identify the benefits and challenges of library marketing, further attention is needed to translate these findings into a practical framework for public library management.
This study addresses these gaps by examining the implications of existing research for the marketing orientation and positioning of Edo State Library. The identified gap reflects the literature reviewed for this paper and does not establish that no previous research on the institution exists.

9. Methodology

Research Design

The study adopted a qualitative documentary research design. This approach was appropriate because the study sought to interpret existing research and develop recommendations without collecting primary data from library staff or users.

Study Area

The study focuses on Edo State Library, Benin City, Edo State, Nigeria. The institution is treated as a public library serving community information and educational needs.
Studies involving university libraries in Edo State and other parts of Nigeria were included where they provided relevant information about marketing practices and library positioning.

Sources and Selection of Documents

Data were drawn from scholarly journal articles, institutional publications, professional reports and relevant government documents published between 2020 and 2026. Theoretical literature was also used where necessary.
Documents were purposively selected based on their relevance to marketing orientation, library promotion, digital communication, service quality, institutional visibility and user engagement.

Data Collection and Analysis

The documentary process involved identifying relevant publications, screening them for relevance, extracting important information and organising the findings into themes.
The data were analysed thematically. Recurring ideas were identified, grouped into broader categories and interpreted in relation to the study objectives.
The main themes were user orientation, service responsiveness, digital communication, organisational support, service differentiation and performance evaluation.
The analysis represents an interpretation of published literature rather than findings from interviews or observations at Edo State Library.

10. Discussion of Results

Needs of the users

The first major theme is the importance of understanding users before developing and promoting library services.
Libraries serve people with different information needs. Students may seek educational materials; job seekers may require career information, while other community members may be interested in reading materials or local history.
A single approach may not adequately serve all these groups.
Ogbomo and Bello (2023) found that librarians in Delta and Edo States generally viewed marketing positively, although their involvement in marketing activities was limited.
This suggests that recognising the importance of marketing does not automatically lead to

effective implementation.
For Edo State Library, regular user surveys, consultations and feedback systems could help identify what people need and the difficulties they encounter. The information could then guide service development and communication.

Service Responsiveness and Value Creation
The second theme concerns the ability of libraries to respond to users' needs.
Collecting feedback is useful only when the information leads to improvements. Libraries must be willing to review their services, address complaints and make resources easier to discover and use. Aghoghovwia and Obi (2023) and Etukudo and Atanda (2023) provide useful perspectives on the importance of marketing in library service delivery.
For Edo State Library, possible improvements could include clearer information about available resources, better organisation of collections, improved signage and more effective communication about services.
These measures may not require substantial financial investment, yet they could improve users' experiences.

Digital Communication and Visibility
The third theme is the importance of digital communication.
Social media and websites can help libraries reach people who may not visit their premises regularly. They can also provide information about reading programmes, available resources and upcoming events.
Momoh and Oni (2021) identified several uses of social media in tertiary institution libraries in Edo State. However, Emiri and Lulu-Pokubo (2024) found that traditional communication methods remained important in university libraries in Delta and Edo States.
Together, these studies suggest that libraries should combine digital and conventional communication according to users' preferences.
Edo State Library could strengthen its online presence by maintaining accurate information about its services, publishing regular updates and responding to enquiries promptly. These are proposed strategies, not claims about its current digital activities.

Organisational Support
The fourth theme is the role of institutional support in marketing implementation.
Effective marketing requires staff time, appropriate skills, communication resources and management commitment.
Ogbomo and Bello (2023) identified funding, ICT infrastructure, training and management support as challenges affecting library marketing. Babarinde et al. (2026) also highlighted funding constraints, inadequate ICT facilities and resistance to innovation.
These findings suggest that marketing should not be left to individual librarians without adequate support.
For Edo State Library, management could assign responsibility for marketing and outreach, provide relevant staff training and develop a realistic marketing plan based on available resources.

Service Differentiation and Institutional Identity
The fifth theme is the need for a clear institutional identity
When people have access to many sources of information, libraries must communicate what makes their services valuable.
Edo State Library could explore positioning opportunities related to community reading, literacy development, access to reliable information and local history, where these align with

its mandate and available resources.
Babarinde et al. (2026) reported a positive relationship between strategic marketing and library visibility. However, visibility alone does not guarantee that users regard a library as useful or trustworthy.
The library should therefore communicate its distinctive strengths and evaluate whether users recognise and value them.

Continuous Evaluation
The final theme is the importance of evaluating marketing activities.
User needs and technology change over time. Libraries should therefore review their strategies regularly to determine what works and what needs improvement.
Possible indicators include awareness of services, programme participation, frequency of use, user satisfaction, online engagement and community partnerships.
These indicators are proposed for future assessment. Since this study relies on documentary evidence, it does not provide numerical measurements of marketing performance at Edo State Library.
Overall, the findings suggest that successful positioning depends on a continuous process of understanding users, improving services, communicating value and learning from feedback.

10 Summary of Findings
The documentary analysis produced six major findings.
1. Marketing orientation is broader than publicity. It requires libraries to understand users, coordinate activities and improve services.
2. User needs are central to positioning. Libraries must understand their audiences before deciding how best to serve them.
3. Digital communication creates opportunities for greater visibility. However, digital channels should be maintained consistently and combined with appropriate traditional methods.
4. Institutional support affects implementation. Funding, ICT facilities, staff training and management commitment is important.
5. Service differentiation strengthens institutional identity. Libraries need to communicate what makes their resources and services valuable?
6. Evaluation supports continuous improvement. Feedback and service-use indicators can help libraries assess their marketing strategies.

The review also revealed that the literature provides useful evidence from Nigerian academic libraries but does not establish the current level of marketing orientation at Edo State Library.

11 Conclusion
This study examined marketing orientation and successful positioning in Nigerian libraries, focusing on Edo State Library, Benin City.
The findings suggest that marketing orientation can help libraries improve their relevance, visibility and relationships with users. However, achieving these benefits requires more than occasional advertising or the use of social media. Libraries must understand users' needs, provide relevant services, communicate effectively and evaluate their performance.
The reviewed literature also highlights challenges such as inadequate funding, weak ICT infrastructure, insufficient training and limited management support.
For Edo State Library, a practical way forward would be to strengthen user-needs assessment, improve communication, identify distinctive services and establish regular feedback and evaluation systems.
The study is limited by its reliance on published documents. It cannot establish the library's

current marketing performance or confirm that the proposed strategies have already improved its positioning. Nevertheless, it provides a useful foundation for further research and practical improvements in public library management.

12 Recommendations

Based on the findings, the following recommendations are proposed:

1. Conduct regular user-needs assessments. Edo State Library should use surveys, suggestion boxes and consultations to understand users' needs and identify areas for improvement.
2. Improve staff competencies. Librarians should receive training in marketing, user engagement, digital communication and service evaluation.
3. Strengthen communication. The library should provide accurate and regularly updated information about its resources, services, programmes and contact channels.
4. Develop a distinctive identity. Management should identify and promote services that respond to community needs and reflect the library's mandate.
5. Provide institutional support. Government and library management should prioritise adequate funding, suitable ICT facilities and the resources required for sustainable marketing activities.
6. Evaluate marketing performance. The library should periodically assess service awareness, participation, user satisfaction and resource use to determine whether its strategies are effective.
7. Build community partnerships. Collaboration with schools, educational institutions and community organisations could help the library reach more people and strengthen its role in community development.

13 Contributions to Knowledge

This study contributes to knowledge in three main ways.

First, it presents marketing orientation as an integrated management approach that connects user needs, service development, communication and evaluation.

Second, it directs attention towards the positioning of a state public library, a context that differs from the university libraries frequently discussed in the reviewed Nigerian literature.

Third, it combines the market orientation perspective with the Theory of Planned Behaviour to explain how organisational practices, staff attitudes and institutional constraints may influence library marketing.

The study also proposes a framework in which user understanding informs service development, effective communication improves awareness, and continuous evaluation supports stronger institutional positioning.

Further empirical research involving library management, librarians and users would help determine how well this framework applies to Edo State Library.

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