

# Innovative Library Services (ILS) in Nigeria: Challenges and Way forward

Etebu, Abraham Tabor (Ph.D, CLN, MNLA)<sup>1</sup>, Zacchaeus, Choice Meniwoze (CLN)<sup>2</sup>

<sup>1</sup>Department of Library and Information Science, Niger Delta University, Wilberforce Island, Bayelsa State, Nigeria

<sup>2</sup>Library Department, Federal Polytechnic, Ekowe, Bayelsa State, Nigeria

**Abstract:-** This study looked at innovative library services (ILS) in the Nigerian context through different ways such as online business support service for start-ups; web design services; blogging service; podcasting service; electronic publishing services; online information search service; short message alerts services; online training and workshops; digital references services; database production/distribution services; online entertainment services; mobile application services and digital marketing service. Data analysis was done using frequency count, percentages, Likert Scale presented in tabular format, mean and standard deviation. Using the four-point Likert type scale, a midpoint mean (criterion Mean) of 2.5 was established and accepted as a positive response point. Inadequate funding, inadequate deployment of ICT infrastructure and resistance to change were some of the challenges identified as hindrances to ILS, while risk taking, collaboration, adequate funding, were some of the way forward found out. The study concluded and recommended that government should strive to adequately fund libraries and provide required ICT infrastructures to boost ILS in Nigeria effectively.

**Keywords:** Innovative Library Services, Libraries, Nigeria, ICT, Funding, Entrepreneurship, Challenges, Way Forward

## I. INTRODUCTION

Advances in technology have changed things globally, especially in the area of information management, business and governance, so much that the effective use of information technology makes a difference between success and failure. There exist some levels of uncertainty about the future of libraries, occasioned by the competition poised by Google, Amazon, Wikipedia, Myspace etc., which are veritable sources of information. Understandably, libraries in Nigeria should be worried about their roles in the dynamics landscape of information provision/delivery that is shifting away from the traditional enterprise.

The emergence of Information Communication Technology (ICT) also bring changes to library and information services. As a response to the adoption and application to the new technology, libraries are shifting from the old traditional role as a social agency for information generation, storage, retrieval and dissemination to the modern electronic information systems (Simisaye, Salisu and Awodoyin, 2018). Boss (2001) observed that many libraries have started accessing images of book-form materials in various formats and other materials in digital forms, storing them for retrieval from within and without their materials.

Today, digital information is ubiquitous, library patrons don't have to come into libraries to get it or to use it. They obtain and use information at home, in the office, in the classrooms, and in anywhere by making use of desktop and laptops, smartphones and tablets. It is common that, when people do come to libraries these days, they don't come for the traditional reasons. They come for programmes, a quiet place to work, group study spaces, or to use the computers. They don't come to ask from the reference librarians, and as a result, traditional reference activity is declining (Lessick, 2000 & Palmer, 1999). Many libraries especially those in developed countries have recognized this trend (Tella & Oyedokun, 2014; Hunter & Brown, 2010, Sidorko & Cmor, 2012)

In this age of digital access, libraries are increasingly asked to justify their budgets, their services and their very existence. In developed countries, entrepreneurial librarians are flourishing in the digital age, advocating social change, responding to patron demands, designing new services. Several studies such as Hoppenfeld (2015) attest to this assertion. One of the innovations in libraries overseas is embedded librarianship, which is a distinctive innovation that moves the librarian out of libraries and creates a new model of library and information work. It emphasizes the importance of forming a strong working relationship between the librarian and a group or team of people who need the librarian's information expertise (Shumaker, 2009). Fitzgerald, Anderson & Kula (2010) also gave account of such embedded librarianship established in the University of Toronto Libraries and the MaRs Discovery District, a hub for entrepreneurial activity in Canada, joined forces to launch a market intelligence service aimed at science and technology entrepreneurs in the province of Ontario. It was revealed that through this innovative programs, university of Toronto librarians are on-site in the MaRS business advisors and local entrepreneurs to provide access to market research and business planning resources and support the University's research commercialization strategy.

Another innovative service is the Virtual Reference (VR) services relating to chat and email service, collaborative service provision, services staffing, and staff training in university libraries which was reported by Shaw & Spink (2013); they revealed that email are increasingly supported by a Frequently Asked Questions (FAQ) and database are preferred cost-effective means for providing university VR

services. Hyun-Duck Chung (2010) also reported the growth of entrepreneurship education on college campuses as an opportunity for business librarians to engage strategic initiatives that reach beyond the business school. Drawing on the experience of one business librarian serving as the primary liaison to a campus wide entrepreneurship initiative at North Carolina State University (NCSU), the study illustrates how a relationship-building approach to liaison work can lead to iterative collaborations with faculty over time. An in-depth consideration of the relationship-building process offers a model that librarians in business and other subject liaison roles can adapt and reflect on their practice.

Presently, libraries including those in Nigerian are functioning in a turbulent environment characterized by changing users' behaviours, competition, financial constraints, rapidly evolving technologies and scarce funding. Nigerian libraries are seriously feeling the economic crunch as they suffer from dwindling budgets and competition from other information services providers. The economic hardship they face is unprecedented and obviously shows in their gross inadequacies to render required services to the new generation of users.

The economic realities of the present world are making libraries to re-examine themselves in order to be relevant in the society as some of the changes are reflected in dwindling patronage from users. The change in economic scenario due to globalization is making libraries and information centres to adopt innovative approach to become more relevant and responsive to patrons' needs. As a result of these realities, libraries are coming up with innovative services to users and evolving new ways of managing the meagre resources at their disposal, while at the same time strengthening their revenue base to serve patrons better than before.

Creativity and innovative are viewed as parts of coping strategies of the changing context of library environment. Libraries, for a long time have been incorporating creativity into their service development in order to play their societal role effectively in this changing world. Oyeniya, Oluwakemi and Olaifa, (2007) observed that most libraries and information centres fail to make a recognizable impact because they are handled by non-professionals or inadequately trained individuals. These challenges are inherent but surmountable if the needful is done for optimal services rendition. It is on this premise that this research work looked at innovative library services in Nigeria: challenges and way forward, with specific reference to the perceived challenges and way forward.

## II. OBJECTIVE OF THE STUDY

- To examine ways of instituting Innovative Library Services
- To find out the Challenges to Innovative Library Services
- To determine the Way Forward to Innovative Library Services

## III. LITERATURE REVIEW

Entrepreneurship is the process of using initiative to transform business concept to new venture, diversify existing venture or enterprise to high growing venture potentials (United Nations Industrial Development Organisation, 1998) Entrepreneurship according to Eke, Igwesi and Orji (2011) is a programme that inculcates creative, innovative, productive and managerial skills needed in business enterprises for self-reliance and national development. Shane and Venkataraman (2000) defines entrepreneurship as the process by which opportunities to create future goods and services are discovered, evaluated, and exploited, while Anyanwu, Amadi and Oparaku (2010) simply affirm that entrepreneur takes calculated risks by investing in business opportunities and get compensations from the risk by enjoying high profit as the result of risk-taking.

Nwosu (2014) sees entrepreneurship as a process of action of an entrepreneur who is a person always in search of something new and exploits such ideas into gainful opportunities by accepting the risk and uncertainty with the enterprise. Two key word can be deduced from the definitions offered above: opportunity and innovation.

Business entrepreneurs typically measure performance in profit while social entrepreneurs and entrepreneurial librarians are not about profit alone but, also take into account positive returns to patrons in form of innovative services which ensures continuous patronage. Innovative Librarian could therefore be described as a librarian that uses creativity, strategic planning, targeted marketing and innovation to place his/her library on the part of success. The successful entrepreneurial librarian looks for way to place his/her library in the best possible positions to take advantage of opportunities to meet the needs of community users, both present and future, and thereby be foundational in the success of the community served.

Innovation sets in when a librarian adopts entrepreneurship skills in the provision and management of library and information services. Basically, the librarian has to be ready to take risks, invent and innovate in performing his duties which will raise the quality of services to library clientele. To be innovative and entrepreneurial means that library staff members use their energy and intellect to reinvent and enhance their works to heighten services to users and to preserve the collections. Entrepreneurial librarian assembles data and knowledge staff teams to analyse and improve services, physical spaces, and the digital environment. The entrepreneurial librarian questions the traditional ways of delivering services, with the view of improving them. Being creative and resourceful and seeks better answers to make the library a learning organization, one that constantly changes as it strives to be an integral component of the aspirations of library patrons.

Information is a marketable commodity and a social wealth. Technological innovations and new ideas are borne

out of information sourcing, processing and dissemination; thereby empowering and creating opportunities for libraries and information centres (Ugwu & Ezeani, 2012). Onaade (2012) asserts that with the recent revolutions in ICT, knowledge in societies has been expanded, modified and exemplified. Thus ICT, has changed and enhanced the LIS profession around the world. The revolution in ICT has led to an expansion in the roles of information professionals in diverse ways.

Online entrepreneurial services are innovative services that libraries that libraries and information centres could render online with modern emerging technology which library clientele might pay or subscribe to. They are services that provided with the new model of operations, different from the traditional ways that libraries were known for. It involves libraries looking inward for opportunity, taking risks and coming with innovations in rendering services that are worthy and valuable to users' community using emerging information and communication technology.

Entrepreneurial librarianship offers specific techniques for creating an entrepreneurial environment in library and information service. Libraries and information centre are now applying New business models to traditional service; they eagerly embrace entrepreneurship in response to patrons' demands, funding declines, changing resource formats, and other challenges. Some of the type of innovation and entrepreneurial online service that could be rendered in Nigeria libraries in the digital age are: online business support service for starts-up; web design services; blogging service; podcasting service; electronic publishing services; online information search service; short message alerts services; online training and workshops; digital references services; database production/distribution services; online entertainment services; mobile application services and digital marketing service.

Table II: Ways of Innovative Library Services

s/n	Statement	SA	A	D	SD	Mean	Sd	Remarks
1	Online Innovative Library and Information Services	138 73.40%	50 26.60%	--	--	4.00	.000	Agreed
2	Online business support service for starts-up	138 73.40%	50 26.60%	--	--	4.00	.000	Agreed
3	Web Design Services	99 52.66%	89 47.34%	--	--	3.00	.000	Agreed
4	Blogging Service	135 71.80%	50 26.60%	3 1.60%	--	4.00	.000	Agreed
5	Podcasting Service	99 52.66%	89 47.34%	--	--	3.00	.000	Agreed
6	Electronic Publishing Services	138 73.40%	50 26.60%	--	--	4.00	.000	Agreed
7	Online Information Search Services	121 63.36%	64 34.04%	3 1.60%	--	4.00	.000	Agreed
8	Short Message Services	109 57.98%	81 43.09%	--	--	4.00	.000	Agreed
9	Online Training and workshops	109 57.98%	81 43.09%	--	--	4.00	.000	Agreed
10	Digital References Services	135 71.80%	50 26.60%	3 1.60%	--	4.00	.000	Agreed
11	Database Production/Distribution Services	99 52.66%	89 47.34%	--	--	3.00	.000	Agreed
12	Mobile Application Services	138 73.40%	50 26.60%	--	--	4.00	.000	Agreed
13	Digital Marketing Service	121 63.36%	64 34.04%	3 1.60%	--	4.00	.000	Agreed

Key: SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree

#### IV. METHODOLOGY

Descriptive research design was adopted for the study. The area of study was libraries in Bayelsa State, South-South Nigeria. The population of the study was two hundred and twenty-eight (228) staffers which were used as the sample size. A self-constructed questionnaire was the instrument of data collection. Data analysis was done using frequency count, percentages, Likert Scale presented in tabular format, mean and standard deviation. Of the 228 questionnaire distributed and retrieved, 188 were found properly completed and useable. Using the four-point Likert type scale, a midpoint mean (criterion Mean) of 2.5 was established and accepted as a positive response point. This point was chosen because the average of the individual mean score is

$$\frac{4 + 3 + 2 + 1}{4} = 2.5$$

#### V. DATA ANALYSIS/RESULTS

Table I: Participating Libraries

s/n	Participating Organizations	Respondents
1	Niger Delta University Library	36
2	Federal University, Otuoke library	28
3	University of Africa, Library	18
4	Isaac Boro College of Education, Library	16
5	Federal Polytechnic, Ekowe, Library	15
6	Gabriel Okara Public Library	23
7	Azaiki Public Library	14
8	Federal Medical Centre, Yenagoa Library	14
9	State Judiciary Library	7
10	International Institute of Tourism and Hospitalism, Library	8
11	State Polytechnic, Aleibiri, Library	9
	<b>Total</b>	<b>188</b>

Table I show the number of the respondents (188) form the 11 different libraries that participated in the study.

N=188, criterion mean = 2.5

Table II shows that majority of the respondents 138 (73.40%) agreed that Online Innovative Library and Information Services with a mean score of 4.00 is one of the ways of Innovative Library Services. Majority 138 (73.40%) with a mean score of 4.00 also indicated Online business support service for starts-up as a way of ILS. Web Design Services 99 (52.66%) with mean score of 3.00, Blogging Services 135 (71.80%) with mean score of 4.00, Podcasting Service 99 (52.66%) 3.00, Electronic Publishing Services 138 (73.40%) with mean score of 4.00, Online Information Search Services 121 (63.36%) with mean score of 4.00, Short Message

Services 109 (57.98%) with mean score of 4.00, Online Training and workshops 109 (57.98%) with mean score of 4.00, Digital References Services 135 (71.80%) with mean score of 4.00, Database Production/Distribution Services 99 (52.66%) with mean score of 3.00, Mobile Application Services 138 (73.40%) with mean score of 4.00 and Digital Marketing Service 121 (63.36%) are all items whose mean score were above the criterion mean of 2.5, showing the extent of agreement to the statements of ways of innovation of library services.

Table III: Challenges of Innovative Library Services in Nigerian

N=188, criterion mean = 2.5

s/n	Statement	SA	A	D	SD	Mean	Sd	Remarks
1	Fear of competition and failure	138 73.40%	50 26.60%	--	--	4.00	.000	Agreed
2	Inadequacy of specific skills	121 63.36%	64 34.04%	3 1.60%	--	4.00	.000	Agreed
3	Problem of generating compelling business ideas	135 71.80%	50 26.60%	3 1.60%	--	4.00	.000	Agreed
4	Inadequate entrepreneur mind-set	19 10.11%	156 82.98%	13 6.91%	--	3.00	.000	Agreed
5	Inadequate funding	109 57.98%	81 43.09%	--	--	3.00	.000	Agreed
6	Inadequate Deployment of ICT infrastructure	99 52.66%	89 47.34%	--	--	3.00	.000	Agreed
7	Resistance to Change	121 63.36%	64 34.04%	3 1.60%	--	4.00	.000	Agreed

Key: SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree

Table III gives a picture that Fear of competition and failure 138 (73.40%) with mean score of 4.00, Inadequate specific skills 121 (63.36%) with mean score of 4.00, Problem of generating compelling business ideas 135 (71.80%) with mean score of 4.00, Inadequate entrepreneur mind-set 156 (82.98%) with mean score of 3.00, Inadequate funding 109 (57.98%) with mean score of 3.00, Inadequate Deployment of

ICT infrastructure 99 (52.66%) with a means score of 3.00 and Resistance to Change 121 (63.36%) with mean score of 4.00. The mean scores of all the items postulated as challenges to Innovative Library Services in Nigeria were above the criterion mean of 2.5, indicating that the respondents agreed that these items are actually challenges hindering the effective ILS.

Table IV: Way Forward to Innovative Library Services in Nigeria

N=188, criterion mean = 2.5

s/n	Statement	SA	A	D	SD	Mean	Sd	Remarks
1	Risk taking	128 68.09%	60 31.91%	--	--	4.00	.000	Agreed
2	Collaboration	97 51.60%	91 48.40%	--	--	3.00	.000	Agreed
3	Initiating Change	166 88.30%	22 11.70%	--	--	4.00	.000	Agreed
4	Reading outside the profession	21 11.17%	167 88.83%	--	--	4.00	.000	Agreed
5	Constant Assessment	171 90.96%	17 9.04%	--	--	4.00	.000	Agreed
6	Adequate Funding	154 81.91%	34 18.09%	--	--	4.00	.000	Agreed
7	Marketing	121 63.36%	64 34.04%	3 1.60%	--	4.00	.000	Agreed
8	Adequate training of library and information professionals	188 100%	--	--	--	4.00	.000	Agreed
9	Adequate deployment of Information and Communication Technology	154 81.91%	34 18.09%	--	--	4.00	.000	Agreed

Key: SA=Strongly Agree, A=Agree, D=Disagree, SD=Strongly Disagree

Table IV show that Risk taking 128 (68.09%) with mean score of 4.00, Collaboration 97 (51.60%) with mean score of 3.00, Initiating Change 166 (88.30%) with mean score of 4.00, Reading outside the profession 167 (88.83%) with mean score of 4.00, Constant assessment 171 (90.96%) with mean

score of 4.00, Adequate funding 154 (81.91%) with mean score of 4.00, Marketing 121 (63.36%) with mean score of 4.00, Adequate Training of library and Information professionals 188 (100%) with mean score of 4.00 and Adequate deployment of Information and Communication

Technology 154 (81.91%) with mean score of 4.00. Since all the items mean scores are above the criterion mean of 2.5, this simply means that the respondents agreed that all the stated items are ways forward to effective Innovative Library Services in Nigeria.

## VI. DISCUSSION OF FINDINGS

### a. *Challenges of Innovative Library Services in Nigerian*

- *Fear of competition and failure:* it was revealed by the study that fear of competition and failure hinder LIS professionals from venturing into entrepreneurship. Simisaye et al (2018) noted that these fears may arise out of lack of basic entrepreneurship training which would enable them to identify and harness the abundant opportunities available in their environment.
- *Inadequacy of specific skills:* it should be noted that the clients' population is rapidly changing as the technologies for servicing them is changing too. Many LIS professionals in Nigeria still lack various forms of ICT skills needed for the provision of online innovation services in this digital era. This may be as a result of non-inclusion of such skills in the curricula of library schools as pointed out by various studies (Lawal, 2009, Mohammed 2003, and Ochogwu, 2007). For this reason, Edewor and Omosor (2012) remarked that many libraries turn to other professional literature for models of entrepreneurship that could be applied to librarianship.
- *Problem of generating compelling business ideas:* supporting this finding, Simisaye et al (2018) averred that many LIS professionals might have all it takes to become successful entrepreneurs. However, those aspiring to be entrepreneurs are faced with the problem of how to generate compelling business ideas for new entrepreneurial businesses. Not knowing how to generate ideas could breed frustration among library and information experts in Nigeria.
- *Inadequate entrepreneur mind-set:* the study found out that most libraries and librarians do not have the initial ingredient of success that is, the entrepreneurial mind-set of bringing about a change, creating an invention or beating competition. Onaade (2012) chipped in that this could also be attributed to the notion that traditionally, libraries were regarded as social goods and non-profit organisations. Realities on ground are now changing this notion.
- *Inadequate funding:* it was revealed by the study that inadequate funding is a major challenge ILS by librarians and information professionals in Nigeria. This finding is in line with that of SHEME et al, (2017) which stated that activities for efficient and effective information literacy programmes are tied around financial capabilities of an organization to

acquire needed resources. It is important to stress that most libraries especially in Nigeria depends on aids from NGOs or international organizations. It is sad to note that corruption, embezzlement and mismanagement etc., have often diverted funds that are meant for library and information professionals development. Edewor and Omosor (2012) concluded that this inadequate funding is hampering the abilities of libraries to invest in human capital development needed for the delivery of innovative services.

- *Inadequate deployment of Information and Communication Technology:* the state of deployment of information and communications technology is a great challenge for the success of online entrepreneurial services in the country. This is in tandem with SHEME et al (2017) that most libraries do not have access to modern information technologies or ICT infrastructure, such as telephone lines, computers and Internet connectivity. Where these facilities are available there is always electricity power failures which inhibit their optimum usage. Oyedokun (2014) also supported this finding that most Nigerian libraries are yet to deploy adequate information technology needed for online entrepreneurship in their operations and services. Manual operations are still very common, libraries that have fully automated services are still very few, electronic resources are yet to be imbibed fully and most of them are yet to have websites.
- *Resistance to Change:* it was revealed by the study that resistance to change is a major challenge in ILS by librarians and information professionals in Nigeria. Many librarians and information professionals in Nigeria today, still prefer and do things the analogue way rather than digital way of rendering services. This is in agreement with Techcabal (2019) which reported that the general attitude of people towards change and what digital literacy offers, is a hindrance in promoting digital literacy, thereby minimizing opportunities in service delivery.

### b. *Way Forward to Innovative Library Services*

- *Risk taking:* innovation is stifled when risk is avoided. Libraries as service oriented enterprises should be more flexible in organizational structure and policies. This in line with Simisaye et al (2018) that librarians should have the freedom to act professionally and responsively to address patrons' needs in a quick and appropriate manner. Different units in the library should be ran like entrepreneurial companies, providing autonomy, risk and reward for searching out and successfully innovative information products and services.

- *Collaboration*: it was agreed that librarians in Nigeria should develop relationship that blend across personal and professional contexts. The advent of social networking tools such as instant messaging, wikis, blogs and networking sites could be used to foster this new kind of collaboration. Titles and status should be downplayed in this kind of collaboration. The library should find ways to incorporate staff including those from other departments, to be able to gain genuine and effective influence (Simisaye et al, 2018).
- *Initiating Change*: there should be a solution based approach towards problems and not necessarily settle for what is offered or for what has been traditionally accepted. Simisaye et al, (2018) supported this that libraries should be change initiators and must demonstrate the entrepreneurial spirit by embracing solutions-based approach towards problems.
- *Reading outside the profession*: it is also agreed that there is more to learn when library and information professionals read outside the professional literature, particularly in the areas of information technology, customer service, marketing, management and allied fields. This is to ensure that information professionals easily and quickly meet up with in satisfying the information needs of information seekers from all backgrounds.
- *Constant assessment*: this finding is in consonance with Simisaye et al, (2018) which opined that Nigerian libraries should be more involved in constant deep assessment beyond the regular circulation statistics and gate counts. There is need for constant examinations of how collections services and physical space are used and how they can be used and adjust accordingly. Old boundaries no longer exist in library and information service delivery. The patrons' involvement is critical towards what library could offer. This can be achieved through watching, listening and interacting with the users in a friendlier manner.
- *Adequate funding*: it was revealed by the study that adequate funding is a major way forward in ILS. This finding is in line with the recommendations of SHEME et al (2017) that government at all levels should fund libraries adequately by making budgetary provision for library development. If libraries and information centres are well funded the practitioners would initiate and execute innovative programmes. There is also the need for Nigerian libraries to look inward and seek for funding through innovations and better library services to their clientele.
- *Marketing*: this finding corroborated that of Pryor, (2014) that there is the need for Nigerian libraries to market library and information services. Effort should also be intensified to do adequate public relations and favourable publicity so that needed supports could be gathered for libraries to flourish with innovations that will jumpstart innovative library services in Nigeria.
- *Adequate training of library and information professionals*: it was revealed by the study that adequate training of staff is a major prospect in ILS in Nigeria. This is in corroboration with Baro and Zuokemefa (2011) that all librarians in university libraries in Nigerian need training and re-training in order to be able to use technology effectively and to be able to pass on the skills to students. This can be accomplished by attending seminars and workshops on use of information and communications technologies. Baro and Zuokemefa (2011) continued that university management, the libraries, non-governmental organizations, and ETF (Education Trust Fund) should organize such seminars or workshops to equip librarians with the skills needed in this digital age.
- *Adequate deployment of ICT infrastructure*: the need for massive deployment of information and communications technology in Nigerian libraries so that they could be able to utilize opportunity to offer online entrepreneurial services to clientele cannot be overemphasized. It was revealed by the study that adequate provision of required ICT facilities is a major prospect in ILS by librarians and information professionals in Nigeria. Although sadly, Nweke (2006) noted that many Nigerian University libraries are not computerized, and are not Internet enabled, and where some ICT facilities exist they are, "guarded like an egg". Faboyinde (2006) lamented this defect and stated that "the application of ICTs in Nigerian Tertiary Institutions show that there is some consciousness of the significant role ICT can play in delivering library services. The factors responsible for this development in the libraries and information centres vary - both in identity and strength".

## VII. CONCLUSION

Librarians and other information professionals are being innovative to remain relevant to their communities. Innovative approach is needed with a view to raising a generation of library and information science professionals that would be able to outperform other competitors in the service of library and information delivery. Different ways such as online business support service for starts-up; web design services; blogging service; podcasting service; electronic publishing services; online information search service; short message alerts services; online training and workshops; digital references services; database production/distribution services; online entertainment services; mobile application services and digital marketing service. The study highlighted various challenges such as fear of competition and failure; inadequacy of specific skills, inadequate entrepreneurial mind-set;

inadequate funding; inadequate deployment of ICT infrastructure and resistance to change amongst others, as hindrances to innovative library services in Nigeria. Prospects to identified challenges such as risk taking; collaboration; adequate funding; marketing among others were also highlighted. The online environment that we now live in has great implications for Nigerian libraries as shown in the foregoing. By extension it has implication for the Library schools that train library and information scientists. There is urgent need for the library schools to review their curricula to reflect the current needs of libraries and information centres, especially as it successful online entrepreneurial services in the digital age in Nigerian libraries and information centres

### VIII. RECOMMENDATIONS

This study recommends that:

- Librarians are expected to create new ventures; embrace challenges associated with this new order and make improvements where necessary.
- Librarian Registration Council of Nigeria has important role to play in this regards.
- Nigerian libraries should be adequately funded and supported to deploy needed information communications technology (ICT) that will allow them to lunch some of the online entrepreneurial services, because without massive deployment of the new technology in libraries, all the new innovative services will be unrealizable. Government at all levels should strive to adequately fund libraries and information centres through budgetary provisions for maximum efficiency in service provision.
- There is need for the libraries to be assessing the libraries' real capabilities and resources, rather than an overoptimistic assessment of core competencies. Librarians would have to be trained to become entrepreneurial in offering services.
- Information professionals should be adequately motivated by their employers to pursue greater heights. This could easily serve as a platform that can attract collaboration and synergy on innovative library services.

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