

استخدام المصادر الإلكترونية في المكتبة الأكاديمية بجامعة الإمام عبدالرحمن بن فيصل وإستراتيجية لتسويقها في بيئة التعلم الرقمي

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مدرس المكتبات والمعلومات

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المستخلص:

تواجه المكتبات الأكاديمية العديد من التحديات في إتاحة المصادر الإلكترونية كمكون مهم في مجموعاتها سيما في ظل بيئات التعليم والتعلم الإلكتروني سواء داخل قاعات الدراسة أو عن بُعد، وفي ظل التنافسية بين الجامعات حول معدلات نشر البحوث التي يجريها منسوبي الجامعة، تُعد فكرة التسويق مكوناً حيوياً للمكتبة الأكاديمية لتسويق خدماتها ومنتجاتها، فتطوير إستراتيجيات لتسويق المصادر الإلكترونية خطوة مهمة للغاية من أجل أن تكون المكتبة الأكاديمية قادرةً على التفاعل مع البيئة المتغيرة وتخطط لمستقبلها، وقد هدف هذا البحث إلى دراسة واقع الاستخدام الفعال للمصادر الإلكترونية من قبل أعضاء هيئة التدريس وطلاب الدراسات العليا بجامعة الإمام عبد الرحمن بن فيصل، والصعوبات التي تُعيق استخدامها؛ وذلك بغرض وضع إستراتيجية لتسويق المصادر الإلكترونية المشترك بها المكتبة الأكاديمية والمتاحة عبر بوابتها الإلكترونية لتعزيز الوصول إلى المصادر، وتعظيم الاستفادة من استخدامها بفعالية سواء للعمل الأكاديمي أو البحث العلمي. وأجريت الدراسة الميدانية في العام الدراسي 2020، أجاب عن أداة الدراسة بطريقة صحيحة عدد 194 مشاركا من مجتمع الدراسة المستهدف (382 عضو هيئة تدريس، و87 طالبة دراسات عليا)، في ضوء نتائج الدراسة الميدانية قُدم لأصحاب المصلحة من المسؤولين عن المكتبات الأكاديمية وأخصائي المعلومات خطة تسويق تحقق الفائدة المعرفية والاقتصادية المرجوة من الاشتراكات في المصادر الإلكترونية وإتاحتها.

الكلمات المفتاحية: التعلم الإلكتروني؛ تسويق قواعد البيانات؛ الترويج للمكتبة؛ مكتبي التواصل؛ أعضاء هيئة التدريس؛ طلاب الدراسات العليا؛ الكتب الإلكترونية.



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تاريخ القبول: 25 أكتوبر 2020

تاريخ الاستلام: 11 أغسطس 2020

المجلة العلمية للمكتبات والوثائق والمعلومات؛ مج 4، ع9 (يناير 2022)

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Fifth: Evaluation

The evaluation process of the marketing plan aims to assess all items of the marketing plan set beforehand in terms of objectives, strategies, timeline, budget, implementation team, and the influence of every step or procedure on the quality and costs (Kennedy & LaGuardia, 2017). The plan e-resources marketing starts based on the results of self-assessment which the academic library conducts to study the needs of its beneficiaries. The continuous assessment process then continues in all procedures of marketing plan; and the marketing plan is being developed continuously based on the feedback of beneficiaries and those in charge of implementing it. After, the process of the final evaluation comes at the end of each semester to check the extent of its objectives achievement in light of specific time schedules, besides measuring the level of beneficiaries' usage of the e-resources, identifying the most used resources and their usage rates, and measuring the satisfaction level of beneficiaries with the procedures and activities followed in the marketing plan. As a result of this assessment, the set marketing plan will be reviewed continuously and modify it when required.

Conclusion

Academic library will succeed in achieving its strategic objectives if it owns strong marketing strategies to promote its products and activities, especially under the environments of e-learning and distance education, or learning environments based on e-resources.

The marketing plan is integral part of the strategic plan of the academic library; It must reflect the vision and the goals of the university. The plan also must have clear strategies to inform the community of the university of the e-resources of the library and its services. Also, all staff of the academic libraries, faculty members and student should collaborate and recognize their important roles in promotion plan of the e-resources inside and outside the university.

Our future work in the coming academic year 2020/2021 will continue in implementing the marketing plan proposed in this research, measuring its impact on raising the rates of e-resources usage, and the extent of beneficiaries' satisfaction with marketing campaigns and services provided by our academic library.

and thus making available registering all beneficiaries' needs of e-resources required to be added or subscribed in through this website.

Policies:

Implementing the marketing plan requires specifying general policies for each element of the following: product, place, promotion, and product evaluation or the provided service.

Our policy in the marketing plan of the e-resources relies on:

- The fair use policy for resources and usage for learning, teaching, and scientific research purposes;
- Placing the user as the main agent in the heart of all procedures of the marketing plan;
- Allocating resources and using them to achieve specific goals;
- Reducing effects of shortage in budget, and working with a very limited budget based on planning and precise organization to achieve the goals of the marketing plan;
- Determine Copyright Policy, Circulation Policy, Scan Print, and Copy Policy.

Process

Services are often intangible. Librarians and beneficiaries in an operation or a set of operations play a role in these operations to provide refined and high-quality services. The implementation of the marketing plan requires the people concerned with implementing it to carry out a large number of operations and procedures, including: Operations of communication and interaction with beneficiaries, operations of implementation and management in light of the set policies for each product, price, place, and promotion, in addition to evaluation processes for all steps of the marketing plan.

Fourth: Providing products (Implementation)

Now, the objectives of the marketing plan are clear, besides the target group, the strategies of the marketing plan, people in charge of their implementation, identification of their roles in processes or tasks required to be implemented in the marketing plan based on the right order, on the right time, and with the minimum cost possible; The marketing plan will be implemented throughout the academic year.

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- 1) *Marketing of e-resources during publicizing tours requested by colleges department to publicize the services of the library;*
 - 2) *Participating in all promotion campaigns conducted by the library, with clarification of their role as assistants in how to access and used those resources;*
- Library Administration: Marketing is linked to planning and collaboration between all the library's units, colleges community, and the university's community who provides their services to their affiliates including faculty members and students to access and use the e-resources which are available. Therefore, the role of the Library Administration is embodied in the following:
- 1) *Engaging and involving all employees in the processes of marketing planning;*
 - 2) *Training the library staff to improve their professional skills in the area of resources and services marketing;*
 - 3) *Improving the infrastructure in the library for achieving work quality required without malfunctioning occurrences;*
 - 4) *Supporting the marketing plan with the required budgets to implement it within the set time, besides identifying allocations suitable for training and other activities relating to promotion campaigns based on the marketing plan as set in every academic year;*
 - 5) *Making access to databases available for beneficiaries whether from inside or outside the campus;*
 - 6) *Contacting publishers of databases, especially Arabic databases (mother tongue) to make the source in PDF text format, not in image format or HTML format;*
 - 7) *Working with databases publishers on providing user manuals for every database subscribed in by library or any new database;*
 - 8) *Collaboration with Public Relation and Advertisement Administration at the university to support all marketing campaigns conducted by the libraries of the university to magnify benefit from their services;*
 - 9) *Collaborating with Communication and Information Technology Deanship at the university to conduct active continuous updates for the website of the e-resources portal, so all messages of promotion campaigns will be displayed,*

factors encouraging the effective usage of e-resources and benefiting from them (Isibika&Kavishe,2018). From this standpoint, the role of the librarian liaison is identified in implementing the marketing plan as follows:

- 1) *Providing adequate training for beneficiaries in terms of time and places of training and means which suit their study tasks, to achieve the maximum number possible of the beneficiaries who participate in the training programs related the topics of related to accessing e-resources and search in their different databases.*
- 2) *Preparing user guide and making them available on the electronic portal of the library for the purpose of self-learning to enable beneficiaries who prefer this style to access and use e-resources.*
- 3) *Inciting faculty members in different academic departments on participating with their students and collaborate in all marketing campaigns conducted by the academic library for the purpose of magnifying benefit from e-resources subscribed in by the library, in addition to updating them with their every new aspect.*

- Students: Specifically, students' role in implementing the marketing plan is identified in the following:

- 1) *Participating in implementing the marketing plan -mentioned in the above items- within different student clubs in the colleges of the campus.*
- 2) *Forming groups of 'library friends' in every department of college, whose roles include mentioning and referring to new the e-resources in a swifter way, and exchanging data of marketing campaigns of the library through Social Media platforms.*
- 3) *Students work in the library on a volunteer basis as communication channels to promote marketing campaigns of e-resources inside and outside the university.*

- Library staff: Holding the key role by the librarian in sensitizing about the availability of e-resources provided by the library is not surprising. This is because the librarian is the first person whom the library's beneficiaries resort to for answering their various research inquiries and questions. Precisely, the role of the librarian in implementing the marketing plan is identified in the following:

the steps which require implementation to guarantee the success of the set plan. In this frame, we rely in the marketing plan of the e-resources on forming a work team, and activating the roles of: faculty members, librarian liaison, students, library staff, library management embodied in Libraries Affairs Deanship, staff of Public Relations and Advertisement at the university to work side by side as one team who participates in implementing the set goals of the marketing plan. And every involved party will perform their roles as follows:

- Faculty members: The role of faculty members represents the first stone in implementing tasks of the strategic plan which the library sets to market its e-resources. Specifically, the role of faculty members in implementing the marketing plan is identified in:
 - 1) *Collaboration with the unit of beneficiaries' services who, with coordination with faculty members from different colleges and departments, carries out the provision of publicizing tours of the library's services and its e-resources, and how to access them, and magnifying benefit from them.*
 - 2) *Requesting holding training programs for their students from different grades to acquire them skills of searching inside the e-resources subscribed in by the university and their benefit through "the unit of learning and scientific research resources" in the Deanship of Libraries Affairs.*
 - 3) *Directing and guiding students to use the e-resources available on the electronic library portal to answer their study tasks, while ascertaining that they do not accept tasks which do not involve searching in the resources available on the e-resources' portal of the university.*
 - 4) *Supplying those in charge of e-resources portal and the digital repository of the university with list of digital references and e-resources which serve the curricula, and which are available on the website of the library. This is for the purpose of placing links of those resources in specific places allocated for curricula on the system of E-learning Management, and thus facilitating referring students to them.*
- Librarian liaison: librarian liaison is the linking agent between the academic library and the faculty where he provides his services. Many studies recommended the importance of training on how to access and effectively use the e-resources to acquire beneficiaries search skills which are among the

and sections participate. During these special events of the university and other events, our plan suggests that the Deanship of Libraries Affairs participates with marketing campaigns to publicize these available e-resources, sensitizing involved parties about their importance, and the importance of using them for teaching, learning, and scientific research purposes. In this context, our plan suggests creating mobile display kiosk, which is a display platform consisting of portable computer or tablet or smart phone linked to LED display to participate in all promotion events in the university, for the purpose of promoting e-resources inside or outside the walls of the library within different colleges and departments. This promotion tool is not expensive, and it is easily designed and can be modified easily; thus, it will undoubtedly contribute to enhancing the use of the library's resources, in addition to increasing the analytics of using those resources to achieve knowledge and economic benefit as a return from the subscription fees in those resources.

- Exhibits: Exhibits are a valuable part in the marketing plan of the e-resources. The entrance of the library is then one of the ideal places for exhibits. For example, the building of the main library in the university has a large space directly after the main entrance, where the office of main services is located. That area provides a good and attractive appearance range of sight, and it can be used as an exhibit place to enhance access to electronic library resources, its services, and sensitizing faculty members, students, and researchers at the university about its importance.
- Publications: University's publications including magazines and booklets are one of the best sources to reach a large base of the audience. Our campaign suggests using these publications to promote the e-resources subscribed in or the new ones, sensitizing about their importance, and methods of use through placing advertisements inside these publications which can contribute to achieving the goal of the campaign.

Personnel

Services are not provided separately. And this signifies that associated with the people who provide them. Marketing is a collective effort which requires advice and consultation with the rest of the work team in light of the written and goal-specific marketing plan, and

Promotion

Promotion is a term which means marketing for most people. Promotion is the method through which the library communicates with its beneficiaries. Our marketing plan relies on combining the following promotional strategies:

- Campaigns: Promotion of library's services marketing relies on developing a chain of marketing campaigns. Our marketing plan suggests coordinating with Public Relations Management in the university to carry out a set of promotion campaigns like Exhibition campaigns, and Visitor campaigns with consideration of the following in each campaign: identifying the goals of the campaign, target audience, channels suitable for the targeted audience, and transmission of the right message to achieve the best influence.
- Designing a logo for the promotion campaign: It is important for the promotion campaign to own a logo. The logo is the element which matters most in designing any advertisement campaign. It is the Branding which is a crucial part in marketing process as it clarifies the goal of the campaign. Thereby, our plan of creating a promotion logo for sensitizing campaigns about the importance of e-resources and their usage is an engaging for the beneficiaries themselves. This is intended to be carried out through organizing a competition for beneficiaries to produce the best logo that triggers feeling and understanding of the efforts the library is making to provide the e-resources, besides transmitting a clear and consistent message to promote the library.
- The quality of designing campaigns materials: Our plan of e-resources marketing relies on making the promotional materials including presentations, animated films, and brochures well designed in a way that attracts attention and large numbers of service beneficiaries, in consistency with the colors of the promotion materials in the university, and all of this will be done through coordination with unit of University Identity Design.
- Smart exhibition of the campaign materials: Our strategy of promoting the resources is based on participating in the promotion events of the university, whenever the university organizes special events inside or outside the campus. For example, the university organizes a week event to initialize the new students every year, and another cultural week event in which all departments

be done is lowering as possible so that the library will be able to provide them. In this context, the actual marketing plan works on reducing the budget of buying more e-resources through:

- Supporting the digital repository in the university via suggesting a new initiative. The initiative is “You Are a Partner”. It aims to incite students, faculty members, and researchers on supporting the digital repository with their e-books productions, free access research studies, electronic presentation, and their productions of different media (drawings, pictures, graphs, video clips, voice recordings of lectures or books) to share them with all users of the digital repository of the university.
- Supporting collaboration operations, participating and sharing between beneficiaries to raise awareness towards the importance of e-resources, and exchanging their usage.
- Finding partners for promotion campaign like publishers in the local society to contribute to the budget of promotion campaigns, with a return of printing their logos on the campaigns prints, brochures, stickers, posters and other.

Place

Place in marketing process means the place of providing the service. The actual place of the library is still important, but with the fast development of communication technology, the library is providing more and more of its services through the internet. Thus, e-resources of information have become available everywhere. Problems may occur sometimes in accessing databases, electronic journals, and other e-resources which are usually available only through the university net. Some periodicals are free, but many others are with expensive annual subscriptions; and the libraries cannot buy many licenses. For this reason, they are hard to use outside the university campus. On the other hand, remote education has become a part of education system in universities, which normally affects the services of the academic libraries because many courses are being presented on the internet. From this standpoint, the actual marketing plan aims achieves the goal of facilitating access to e-resources through:

- Linking Learning Management System (Blackboard) to the portal of the electronic library to enable faculty and students from fast access to the e-resources to follow the course successfully and conduct their research projects.

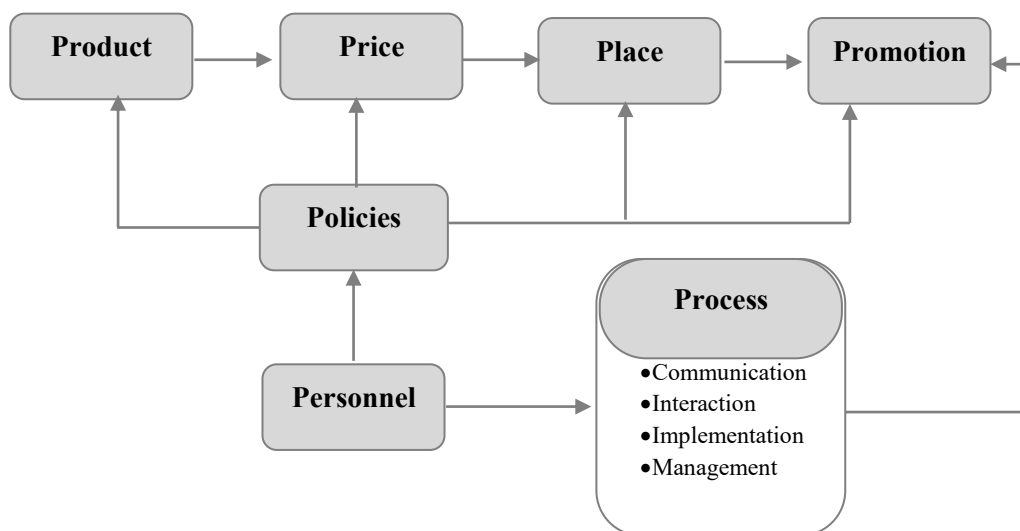


Figure 8. The (7P) elements for marketing plan

Product

Product or service are the most important part in the marketing process. The product is often classified as the Heart of marketing. In light of the market research conducted by the researcher to discover the needs of beneficiaries from e-resources, the topics of the marketing campaign were identified as the following: Marketing the e-resources subscribed in by the Libraries Affairs Deanship, and which include 342 databases, 158.295 electronic periodicals, 652.098 e-books, and 4.543.001 scientific theses, in addition to IAU repository, Summon single search, Smart Library App BrowZine, Ask a Librarian, user guides, distance learning courses.

Price

The term price of library products does not signify the price which the client must pay. In non-profit organizations like libraries, it is not normal to pay for each service. The intended meaning by price here is identifying factors of direct and indirect cost for providing the e-resources and making them available for beneficiaries. Direct costs are embodied in subscription in all databases of e-resources, and the indirect costs are related to the total processes of the library including employees' salaries and other expenditures such as furniture, library infrastructure, textbooks costs, and other printed resources.

Indeed, prices policies are very important in the field of making e-resources and their related services available; in that the prices of subscriptions are usually high, and what must

Market Plan Objectives

- 1) *Sensitizing those who belong to the university about e-resources available on electronic library portal;*
- 2) *Disseminating awareness about the availability of “Ask a Librarian” service on the electronic library portal and how to use it;*
- 3) *Disseminating awareness about the digital repository of university theses, the way to benefit from it, and developing its usage skills;*
- 4) *Using the skills of the unified search engine ‘Summon’ usage in searching for e-resources;*
- 5) *Raising analytics/ rates of using e-resources to justify the budget being spent on buying new subscriptions in the resources.*

Third: Market Planning (7P)

Varadarajan (2018) defined marketing plan as identifying a integral frame of marketing activities to be implemented, which aims to create a product, deliver it, and the way these activities are going to be carried out in the chosen market sectors, besides allocating resources to this marketing to enable the institution to achieve specified goals. In any marketing process, there must be full integration and combination of the product, price, place, and promotion. Each product or service has a cost; and the product or service needs promotion for usage or benefit, and the place of usage (Garoufallou,et.al.,2013). Also, products or services need qualified people to implement them within very coordinated process, and within clear policies which help in the progress of work and the arrival of the service to the beneficiary efficiently. From this standpoint, the researcher designed a marketing plan based on (7P) elements according to the procedures illustrated in Figure8:

Field study results (Q1, Q2, Q3) revealed the low rate of using e-resources subscribed in by Libraries Affairs Deanship and which are available on the electronic portal of the university; 54% of those who answered the study's questionnaire are not aware of e-resources available on the portal of the university; 65% of the respondents stated that there insufficient sensitizing by the library about those resources, while 41% of the study community are not using the e-resources available on the university's portal at all. This reflects that the budget spent in subscriptions in these resources is a financial waste. In light of studying the targeted community, the need of this group has been identified in raising awareness about the importance of e-resources available in the libraries of the university, methods of access, search methods, and methods of using them effectively and efficiently.

Second: Library Strategic Plan

Vision

University's vision is "to become an innovative partner within the letter of the University's academic and support the development of knowledge and sharpen critical thinking, as well as to develop the skills of information retrieval and in the direction of building a society provides opportunities for lifelong learning".

Mission

The mission of the libraries of Imam Abdulrahman Bin Faisal University in the "support mission of the university mainly through the provision of resources and learning environment and research encourages critical thinking within the academic community and the workers libraries provide the service for a wide range of faculty members and students through the selection processes, organization and retrieval and the availability of sources of information and knowledge different to as well as providing guidance for each of them in addition to providing activities beyond the perimeter of the university to extend to the surrounding community."

Market Plan Goal

Raising awareness about the importance of e-resources available in the libraries of the university, facilitating their access, search methods, and using them effectively and efficiently to achieve knowledge and economic benefit.

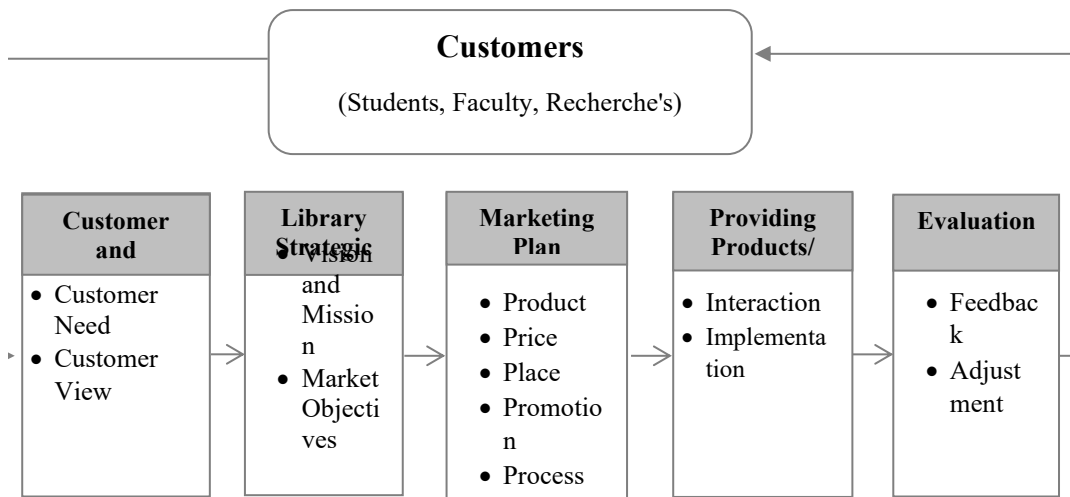


Fig 7. Suggested marketing plan for e-resources

First: Customer and Market Research

The first step to build the marketing plan of e-resources in the academic library is conducting a comprehensive study on: studying beneficiaries (targeted group) of the service and identifying their needs in areas of their interest; the internal factors of the academic library embodied in the budget, staff, time, and collaboration between the library's units; external factors of the library embodied in 'the academic environment' surrounding the library where the marketing plan is to be executed, including the collaboration of the library with the academic department, the state of the e-resources in terms of (quality and quantity, specialty areas coverage), and analytics of e-resources usage in different specializations, besides the technological structure of colleges, and finally the partners in the marketing campaign of product.

In this research, a field study has been conducted on beneficiaries of e-resources available of the library's portal. And the study covered the following:

- Studying the actual reality of using the e-resources available on the university's portal by faculty members and graduate students
- Studying factors obstructing access and effective usage of e-resources
- Studying factors encouraging access and effective usage of e-resources from the point of view of faculty members and graduate students.

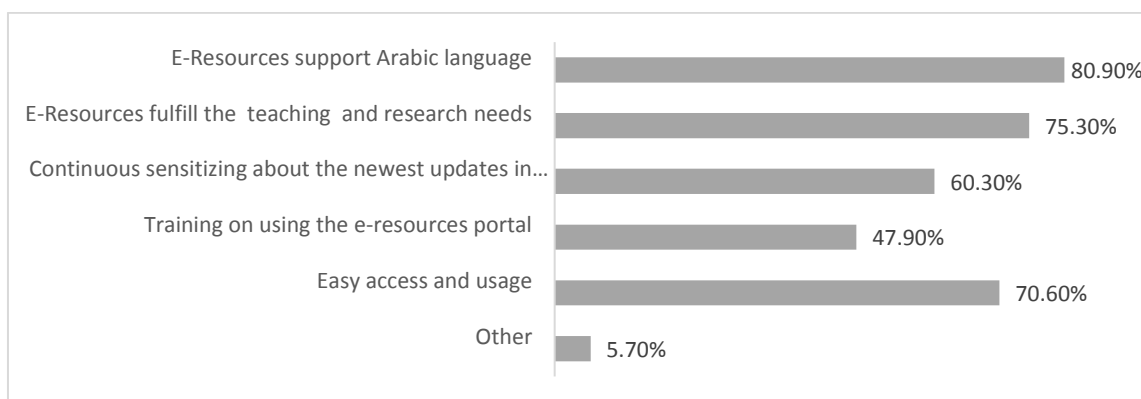


Fig 6. Factors which encourage access and effective usage of e-resources by faculty and graduate students

The results in Figure 1 and Table 2 illustrate the factors which encourage the effective access and use of e-resources by faculty and graduate students. The ranking of these factors is as follows: 'e-resources support Arabic language' ranked first with a percentage of 80.9%, 'resources fulfill teaching and research needs' ranked second at 75.3%, 'easy use of accessing and using e-resources' is the third at 60.3%, 'training on using the e-resources portal' is the fourth at 47.9%; finally 5.7% sees the other factors as encouraging effective access and usage of e-resources by faculty and graduate students; these other factors include: overcoming the constraints imposed on a number of download pages from electronic books, overcoming technical problem facing them when dealing with the e-resources portal, building user guides to access and use e-resources, and subscribing in new databases specified for computer science field.

Results of Q4: What is the marketing plan which can enhance the effective access and usage of the study community to the e-resources?

This question has been answered through reviewing the results of the field study for the research community, and review of literature and previous studies. The researcher has then built a marketing plan which can enhance access to e-resources and using them effectively at Imam Abdulrahman bin Faisal University, based on the following procedures illustrated in Figure 7:

- Also, the results revealed that the inability to choose the suitable database, lack of proficiency in e-resources search techniques, insufficient of guidance and counselling about search methods in e-resources, and the technical problems such as slow download and continuous interruption in internet, besides the continuous malfunctioning of computers in the library, all of these factors represent the grade “ high difficulty” levels that limit access and effective usage of e-resources by faculty members and graduate students.
- Previous findings reveal many barriers to accessing e-resources which subscribed in by Libraries Affairs Deanship, which are available on the library's portal, as well as their effective use. In the light of these results, a marketing strategy will be built for those sources to achieve their desired benefit.

Results of Q3: What are the factors which encourage access and effective usage of e-resources by faculty members and graduate students at Imam Abdulrahman bin Faisal University?

To answer this question, repetitions, percentages, and arithmetic averages of the search community responses to the questionnaire’s items were calculated. The results are shown in the following Table 2:

Table 2. Factors which encourage access and effective usage of e-resources by faculty and graduate students

Item	Responses		Response rate to total community (No. =194)
	number	Ratio	
Easy access and usage	137	20.7%	70.6%
Training on using the e-resources portal	93	14.1%	47.9%
Continuous sensitizing about the newest updates in e-resources	117	17.7%	60.3%
e-resources fulfill the teaching and research needs	146	22.1%	75.3%
e-resources support Arabic language	157	23.8%	80.9%
Other	11	1.7%	5.7%
Total	611	100%	-

Figure 6 illustrates the results of Table 2 as follows:

Table 1. Difficulty accessing and effective usage of e-resources by faculty and graduate students

Item	Mean	SD	Level of Difficulty
A lot of e-resources in English language	4.52	0.41	very high difficulty
Lack in the number of titles available in the specialty	4.25	0.51	very high difficulty
Lack in databases which serve the specialty	4.29	0.47	very high difficulty
The inability to choose the suitable database	3.64	0.25	high difficulty
Subscription requirements in some databases	4.27	0.37	very high difficulty
The difficulty of using the e-resources portal	2.49	0.43	low difficulty
The difficulty of using the unified search engine 'Summon'	4.37	0.39	very high difficulty
Lack of proficiency in e-resources search techniques	3.52	0.78	high difficulty
The library does not announce the availability of these resources through its electronic portal or its Social Media page	4.31	0.67	very high difficulty
Constraints of copyrights and downloads in many databases	4.35	0.55	very high difficulty
Lack in guidance and counseling about search methods in e-resources	3.65	0.63	high difficulty
Lack of comfort in reading through any of electronic devices	4.29	0.59	very high difficulty
Shortage of time	2.34	0.62	low difficulty
Technical problems like (Slow download, continuous internet interruption, computer malfunctioning in the library	3.57	0.58	high difficulty
Total	3.85	0.52	high difficulty

The above Table 1 indicates the following:

- The big number of e-resources which are written in English, lack in titles available in the specialty, lack in the number of databases which serve the specialty, the big number of subscription requirements in some databases, the difficulty of using the unified search engine 'Summon', no announcement of the availability of new resources on the library's electronic portal and its social media pages, the constraints of copyrights and download imposed by some databases, and discomfort in reading through any of the electronic devices, all of these represent "Very high difficulty" levels that limit access and effective usage of e-resources by faculty levelsmembers and graduate students.

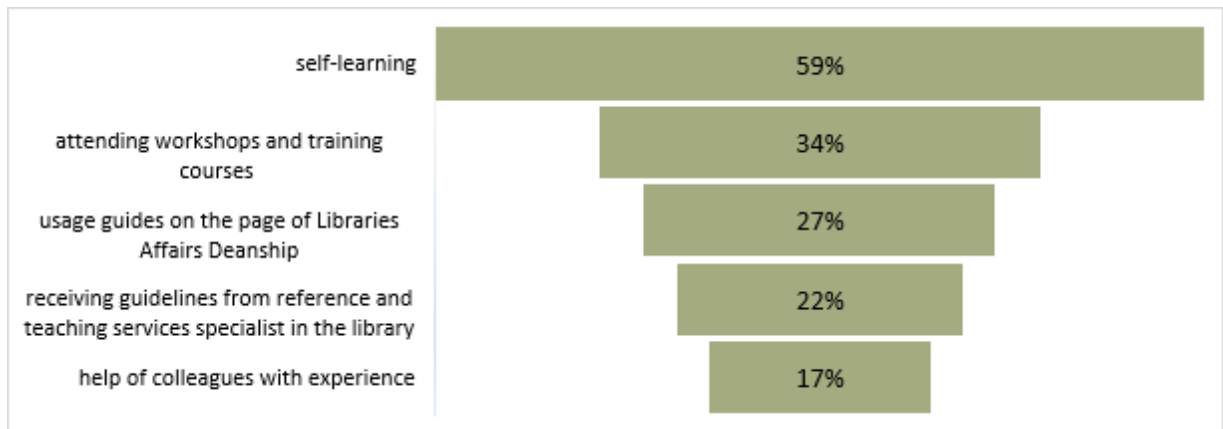


Fig 5. acquiring the skills of accessing and using e-resources

The Above results reveal the low percentages of using e-resources subscribed in by Libraries Affairs Deanship which are available on the electronic portal of the library. In that 54% of those who answered the questionnaire of the study do not have any awareness about the available e-resources, 64% mentioned that the library does not sensitize them enough about the e-resources which the university's library subscribed in, while 41% are not using the e-resources available on the electronic portal of the library at all. These results and others show that there is a requirement for building a marketing strategy of e-resources which can achieve the desired benefit, and avoiding financial waste resulting from paying fees of subscriptions in e-resources which are not being used.

Results of Q2: What are the factors that hamper access and effective usage of e-resources by faculty members and graduate students at Imam Abdulrahman bin Faisal University?

To answer this question, repetitions, percentages, and arithmetic averages of the study community answers to this section items were calculated based on a five-step scale. The "difficulty levels" faced by faculty and graduate students were considered "very difficult" if their arithmetic average falls above 4.20; and "high difficulty" if the arithmetic average falls between (4.19- 3.40); and "neutral" if the average is The arithmetic response is between (3.39-2.6); the degree of "low difficulty" if the arithmetic average is between (2.59-1.8); and the degree of "very low difficulty" if the arithmetic average is less than (1.8), and the results are shown in the following table 1:

Bibliographic databases at 67%, and finally 30% are using electronic books, the results are shown in the following Figure4:

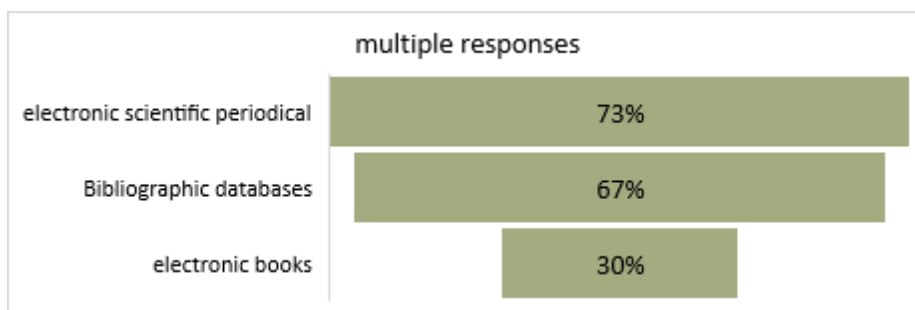


Fig 4. used e-resources

The favored language in using the e-resources:

The results showed that the vast majority of the total multiple responses to the research community by 68% prefer the electronic information resources which are available in Arabic language only (mother language); while 23% prefer electronic information resources available in both Arabic and English. And finally, 9% prefer using electronic information resources which are available in English only.

The preferred style of acquiring the skills of accessing and using e-resources:

The results of multiple responses to the study community revealed that the preferred style of acquiring the skills of accessing and using e-resources were in the following order: 59% through self-learning, 34% through attending workshops and training courses provided by librarian liaison at the faculty, 27% through the availability of usage guides on the page of Libraries Affairs Deanship, 22% through receiving guidelines from reference and teaching services specialist in the library, and 17% through help of colleagues with experience, the results are shown in the following Figure5:

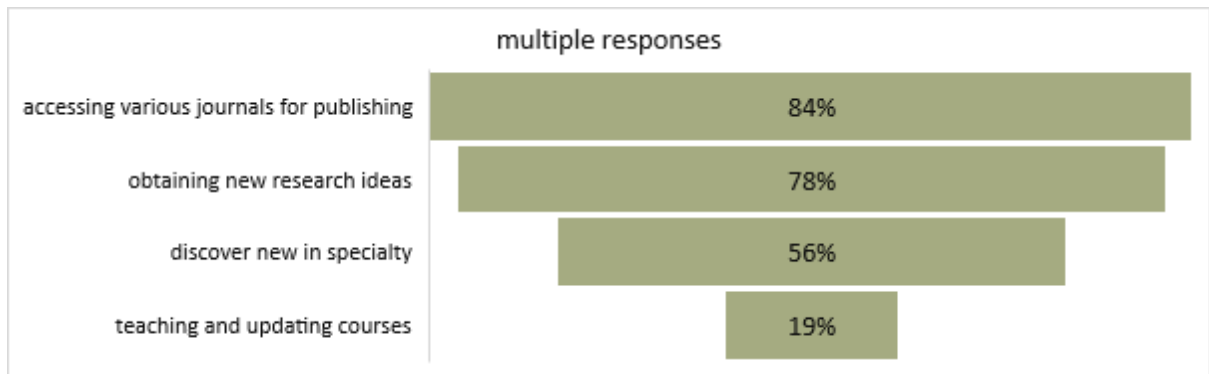


Fig 2. motives of using the e-resources

The average of the effective usage of the e-resources on the electronic portal:

The results demonstrated that 23% of the study community are using the e-resources available on the portal with an average of 2 to 3 times per week; 19% are using them once per week; 17% are using them once per month, and 41% are not using them at all, the results are shown in the following Figure3:

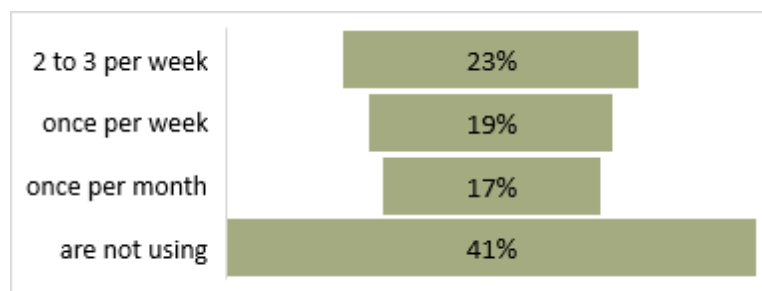


Fig 3. average of the effective usage of the e-resources on the electronic portal

The favoured methods in accessing the e-resources:

The results showed that the vast majority of the study community at 56% prefer accessing e-resources they need continuously through famous search engines such as Google, Google Scholar; 19% prefer the portal of e-resources; 14% favor the unified search engine of the library 'Summon'; and finally, 11% prefer the electronic index of the library 'Opac'.

The most used e-resources:

The results indicated that the vast majority of the total multiple responses to the research community by 73% are using the electronic scientific periodical, followed by the

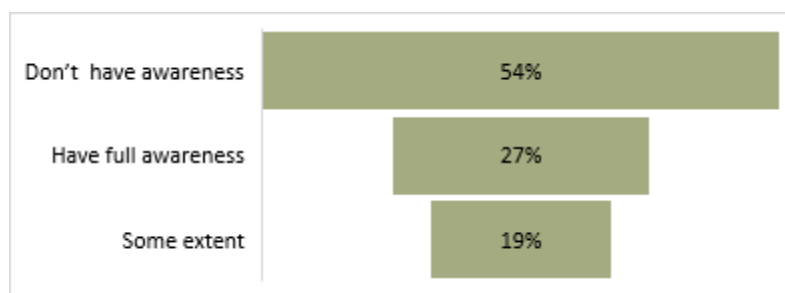


Fig 1. awareness about the e-resources available on the portal of e-resources

Awareness of faculty and graduate students towards the service “Ask a Librarian” which is available on the portal of e-resources:

The results indicated that 66% of those who answered the study questionnaire do not have awareness about the service “Ask a Librarian”; and that the percentage of those who have full awareness was 25%, while those who have awareness to some extent reached 9%.

The library’s sensitizing of faculty and graduate students about the e-resources subscribed in:

The results indicated that 64% of those who answered the questionnaire of the study affirm that the library does not sensitize them enough about the e-resources which the university’s library subscribed in; whereas 13% stated that the library sensitize them about those resources, while 23% stated that there is sensitizing to some extent only.

The degree of e-resources importance for faculty and graduate students:

The results indicated that 89% of those who answered the study questionnaire confirmed the importance of the e-resources importance for them; whereas the percentage of those who see them important to some extent was 10%, while those who see that e-resources are not important for them were 1% only.

The main motives of using the e-resources:

The results showed that 84% of the total multiple responses to the questionnaire are using the e-resources for the purpose of accessing various journals for publishing and conducting scientific research. 78% of the questioned participants are using them for the purpose of obtaining new research ideas, while 56% are using them to discover what is new in their specialty. And finally, 19% are using the e-resources for the purpose of using the resources in teaching and updating courses and curricula as well as the projects of the students, the results are shown in the following Figure2:

libraries and information. In light of that, the questionnaire includes two sections: the first section deals with initial data about the academic rank, faculty, and specialty; whereas the second section covers three main areas which: the level of faculty members and graduate students' awareness towards the availability of e-resources on the electronic portal of the library, difficulties accessing and effective use of e-resources by the study community, and the factors which encourage access and the effective usage of e-resources from the point of view of faculty members and graduate students at Imam Abdulrahman bin Faisal University. The questionnaire validity was ascertained by many arbitrators specialized in the field of libraries and information through providing their opinion about it. In light of their remarks, the suggested modifications have been carried out taking into consideration their opinions. And this procedure was regarded as the logical validity of the questionnaire.

Results and Discussion

Results of Q1: what is the reality of using e-resources by faculty members and graduate students in the academic library of Imam Abdulrahman Bin Faisal University

To answer this question, repetitions, percentages, and arithmetic averages of the study community answers to the questionnaire's items were calculated. The results were as follows:

Awareness of faculty and graduate students towards the e-resources available on the portal of e-resources:

The results indicated that 54% of those who answered the questionnaire of the study do not have awareness about the e-resources available on the library portal. And that the percentage of those who have full awareness about all e-resources available was 27%, while the percentage of those who have awareness about the availability of e-resources to some extent was 19%, the results are shown in the following Figure 1:

RQ1: What is the reality of using e-resources by faculty members and graduate students in the academic library of Imam Abdulrahman Bin Faisal University

RQ2: What are the factors that hamper access and effective usage of e-resources by faculty members and graduate students at Imam Abdulrahman bin Faisal University?

RQ3: What are the factors which encourage access and effective usage of e-resources by faculty members and graduate students at Imam Abdulrahmanbin Faisal University?

RQ4: What is the marketing plan which can enhance the effective access and usage of the study community to the e-resources?

Methodology

Research methodology

The researcher used the descriptive analytical method to study the reality of using e-resources by faculty members and graduate students in the campus of female students at Imam Abdulrahman bin Faisal University, and conducting a qualitative and quantitative description to work on building a marketing strategy for e-resources subscribed in by Deanship of Libraries Affairs.

Research community

The community of the research consisted of faculty members and graduate students from the campus of female students at Imam Abdulrahman bin Faisal University including Colleges of Arts and Education, as the scope of the researcher's work. The questionnaire of the research has been distributed on the study community electronically. The field study was conducted in the academic year 2020. 194 participants answered the study instrument correctly from the total participants (382 faculty, 87 graduate students). The distribution of the study community was implemented based on the variable of the academic rank (Professors (9), Associate Professor (22), Assistant Professor (76), lecturers (41), teaching assistants (29), and graduate students (17).

Research instrument

A questionnaire has been prepared to explore the opinions of the study community. The dimensions of the questionnaire were identified after reviewing the theoretical trends and previous studies in this context, besides reviewing experts specialized in the field of

usually fail in setting a marketing plan (Wanjiku Ndungu, & Wacuka Gikandi,2018). From this standpoint, this research aims to build a purposeful marketing plan which makes our libraries beneficiaries aware of e-resources available, their importance, and making their access easy, besides using them effectively in teaching, learning and scientific research.

Research Problem and Questions

E-resources of various kinds are important for academic community members for teaching-learning process and scientific research. In this context, Imam Abdulrahman bin Faisal University -study scope of the researcher- has been keen on enriching its collections with various resources of that kind. This manifests in the number of the university's subscription in databases for the year 2019 which reached 342 databases including 158.295 electronic periodicals with an increase of 1.5% compared to the previous year 2018. Also, e-books number reached 652.098 with an increase of 26%; and the number of scientific theses reached 4.543.001 with an increase of 0.5%. This is in addition to the existence of Smart Library App BrowZine and Summon single search to search in all of the university library's collections both electronic and printed (IAU, 2019) .In spite of this importance of e-resources for all those who belong to the university, and with the big budget spent by the university to renew periodic subscription of these resources,, the researcher -from the standpoint of her work as a liaison on Faculty of Arts at the university- noticed that there is absence of students and faculty members' awareness towards e-resources which the University Deanship of Libraries Affairs provide. This was confirmed by analyzing usage records which showed the low rates of using many databases, as well as the decrease search times through search engines used on the electronic portal of the library. This may be attributed to many causes including non-existence of marketing plans for the available e-resources to make benefit of them either for academic work or scientific research. From this standpoint, this research aimed to study the reality of the effective usage of e-resources by faculty members and graduate students and the difficulties that hamper using them effectively. The purpose is to set a marketing plan for the e-resources subscribed in by the Deanship of Libraries Affairs to enhance access of those who belong to the university to e-resources, and to magnify the benefit of their usage. More specifically, this research answers the following questions:

research about the actual market, targeted market, goals, strategies, work plans, and assessment methods (Richardson & Kennedy, 2014). Cole, Graves & Cipkowski (2010) described marketing plan as SMART goals. Every letter of the shorten represents a core element: S (specific, simple, significant), M (measurable, meaningful, motivating), A (achievable, agreed, attainable), R (realistic and resourced, reasonable, results-based), and T (timed, time/cost limited).

Marketing of academic libraries and their services is seen as very necessary in the present time, because many library services beneficiaries are interested in accessing resources from outside the library walls more than their interest in visiting the library physically. Beneficiaries indeed believe that they can obtain everything from internet. Thus, they are using search engines more than ever before. This matter indeed requires librarians understanding of marketing value for the library, its resources, and its services.

The marketing plan of e-resources increases focus on the academic library goals. In that everyone within the library works on executing a set of objectives specified beforehand, directing library employees towards a unified strategy to achieve the goals, and making assessment within a timeframe agreed upon by all involved parties (Nagra, 2017). In addition, library employees can easily go back to the marketing plan because it is not a one-time plan, but it rather continues being modified and updated based on various internal and external factors such as availability or limiting the budget, advanced technology, new subscriptions, processes of cancelling some subscriptions either because of low usage or deficit in the budget allocated for subscriptions, the emergence of new academic programs in the university based on the requirements of new information resources availability, which serve the directions of curricula and included resources. Moreover, the existence of a marketing plan for e-resources helps library employees assess the needs specified for beneficiaries and their financing priorities, and assessing the need for new resources, besides developing activities and services (Nagra, 2017).

Generally, research studies (Siwach & Malik, 2019; AlAwadhi & Al-Daihani, 2019; Aslam, 2018; Darby, 2018; Rogers & Nielsen, 2017) indicate that marketing is an essential element for academic libraries, and that strong marketing initiatives can strongly enhance the user's awareness. Despite the fact that libraries are aware of the need for marketing, they

academic performance (Rokusek&Cooke,2019). Students tend to have more readiness to use e-books which are linked with curricula requirements (Blummer& Kenton,2018). The changing nature of e-resources requires making university community aware of the availability of resources on its electronic portal to raise the level of its usage, in addition to making them aware of the budget sum spent by the university annually to renew subscription in those resources, or paying fees of new subscriptions which meet the needs of the university community.

Nevertheless, the actual situation states the opposite. In spite of new annual subscriptions made by the academic libraries to provide more e-resources, lack of awareness towards those resources has affected most of their usage records. This was confirmed by (Yi, 2018) stating that the less the number of faculty members who are aware of the availability of e-resources in their academic libraries, the less becomes their usage; and this in turn leads to the absence of making students aware of these resources' availability. If library beneficiaries are aware of reference resources which library offers to them, they will not seek any other search engines to conduct their research studies. This reflects that they are mostly unaware about the availability of those e-resources available on their library electronic portal; and thus, they head up to using other search engines instead of their library's collections (Yi,2018). From this standpoint, the library has to create many changes in terms of making its beneficiaries access its e-resources, and use them effectively in teaching, learning, and research. This is aim can be achieved through setting marketing plans to make the availability of e-resources known, as well as demonstrating their importance, easing access and using them optimally.

E-resources marketing

Mallon, 2013 defined marketing as a part of the strategic plan of the library. This is because it is based on assessing clients' needs and assessing the services it provides to them, as well their satisfaction level. Marketing process is done through Plan Marketing, which is a set of activities done by the library to successfully gain interest of potential beneficiaries in its product or service, and convince them to use it. This is implemented through setting a plan known as 'marketing strategy' designed specifically to execute many goals. This plan is carried out through hype and advertisement outside the library. Marketing plan includes

for academic libraries to plan for marketing their e-resources available on their electronic portals. Thus, the research seeks to put a marketing plan which enhances the effective use of e-resources in university libraries and achieve knowledge and economic benefit through making these resources available.

Literature Review

Awareness towards e-resources and their importance in academic libraries

Information constitute a vital and dynamic source which has an influence on almost all specializations. Besides, the changes in technology has an influence on all aspects of human life. As a result, the method through which information are accessed, stored, and published is also influenced by the developing and changing technology. Therefore, e-resources have now become an important component in every library because of their benefits such as enhancing and supporting research and learning, time and space saving, and providing instant access to beneficial information with less costs (Rokusek& Cooke, 2019).

The academic system is mainly based on teaching, learning, and scientific research, which relies a great deal on information resources. This is because students and researchers are using multiple databases owing to the articles, scientific theses, and various digital media they contain. Thereby, libraries have to recognize that making access methods to information available has become more important than owning information. If the beneficiaries are to achieve the benefits of those e-resources in full, they will have to be informed about their existence, and own research skills to explore them, besides using them optimally (Siwach&Malik,2019).

On the other hand, Digital learning is defined as any type of learning that integrates effectively technology in instructional practice. Some of the common digital learning tools and platforms widely used by educators include gamification, virtual reality technologies, and social networking. It is known that digital learning favorably stimulate the learning process, and makes it's interesting (Francis& Santhakumar, 2020). libraries support the digital learning environment with the learning resources needed for both the student and the faculty member.

E-books play a crucial role in solving the problem of printed textbooks cost, whose high price does not only affect students financially, but also affects negatively on their

**Using Electronic Resources in the Academic Library of Imam Abdulrahman Bin
Faisal University and Strategy for Marketing them
in the Digital Learning Environment**

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Introduction

Information and Communication Technology (ICT) has made a tremendous transformation in academic libraries from printed media to electronic media, and from traditional services provided in its environment to advanced services provided through internet. So, the beneficiaries who used to attend the library physically are now accessing its website. With this transformation, success of academic library in fulfilling the needs of its visitors has become based on the libraries purchase of varied types of e-resources and providing different types of services to larger numbers of beneficiaries via its website, while taking into consideration the big differences between demands and needs among those categories of beneficiaries.

Indeed, reaching beneficiaries of academic libraries' services does not only require raising awareness towards the e-resources provided by the library, but it also requires raising awareness towards the value of those resources, besides addressing factors that hamper access and effective use by the beneficiaries, so that the awareness towards resources will transform into the optimal and effective use. From this standpoint, and with regard to the changing nature of e-resources, and the high budgets spent by universities for subscriptions in e-resources databases or for buying databases, it was found that there is a persistent need