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AWARENESS OF SWOC ANALYSIS FOR LIBRARY SERVICES IN UNIVERSITIES IN EDO STATE, NIGERIA

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Abstract

This study focused on awareness of SWOC analysis to ascertain the strengths, weaknesses, opportunities, and challenges of library services in universities in Edo State. Descriptive survey research design was adopted and a structured questionnaire was used to collect data. Through total enumeration method, the entire population of 57 professional librarians from four (4) universities in Edo State was used. Data collected were analyzed using frequency counts, percentages (%), Mean (\bar{X}) and Standard deviation (SD). Results revealed that librarians were aware of SWOC analysis to develop a dynamic relationship with library users and services in Edo State, Nigeria. Lack of funds, digital repositories, promotional activities in the use of information resources, introducing cutting-edge information technology systems for library services, inadequate library resources and services, lack of improved image and status of the library and professionals, tackling problems of rising costs of reading materials, journals, and databases, digitization of rare and out-of-print documents, provision of resources for new curriculum among others were the major constraints militating against maximum utilization of SWOC analysis of library services.

Keywords: Strengths, Weaknesses, Opportunities, and Challenges (SWOC),

Universities and Library Services.

Introduction

In academic institutions, lecturers, students, and researchers depend on library resources and services for academic advancement. According to Krolak (2006), libraries assist in finding, using and interpreting appropriate information that opens up opportunities for self-directional and lifelong learning, literacy enhancement, informed citizenship, recreation, *creative imagination, individual research, critical thinking*, and ultimately, empowerment in an increasingly complex world. Access to information is essential to educate and inform citizens to participate in a democratic global community. Thus, the university is a community of scholars and students engaged in the task of seeking knowledge. Khan and Bhatti (2012) noted that academic institutions could not achieve their two-fold mission of spreading knowledge and extending their research progress without first enriching and enhancing library resources and services. Consequently, the university authority should have a cyclic and a systematic evaluation policy to maintain and improve the quality of library services to meet the information needs of users. Hussain and Abalkhail (2013) stated that the evaluation of quality library services could be achieved through feedback from users. The role of a university library is to meet the research and information needs of its community. University libraries are expected to provide users with local and remote access to collections in various formats. The university library exists in an academic context and its role is subsumed in developing a highly visible collection that is well organized and serves as academic support for teaching, learning, and research by lecturers and students. Library collections have to be broad in terms of quantity and quality for users to appreciate its essence and use especially in teaching and research. Thus,

library resources and services should be sufficient in quality, depth, diversity and currency to support the institution's curriculum (Weber and Flatley, 2008, Igbinedion, 2018).

In a case where there is a deficiency in the aforementioned, the SWOC analysis can be implemented to achieve library goals. SWOC analysis (or SWOC matrix) is an acronym for Strengths, Weaknesses, Opportunities, and Challenges. It is a strategic planning method used to assess external and internal factors that affect company success and growth. Organizations use SWOC analysis to determine the strengths, weaknesses, opportunities, and challenges of their firm, products, and competition (Kiesha, 2016). Another term for SWOC is SWOT, which stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT and SWOC are synonymous, with "challenges" and "threats" being essentially the same thing (Marquis, 2019).

Therefore, the term SWOT and SWOC are two sides of the same coin that complement each other and are used interchangeably. SWOT examines the strengths, weaknesses, and opportunities and threats. SWOT analysis focuses on threats rather than challenges. However, Singh (2017) states that SWOT and SWOC are similar but with slight differences, which is why firms may choose to use SWOC or SWOT; as the term Threat originated from military strategy while using "C" as Challenge or Constrains is recommended to create positive attitudes. Hence, Challenge is replaced to signify a hindrance that can be achieved by using motivation to overcome competitions. SWOT or SWOC analysis serves the same needs (Shata, 2013). The first two letters in SWOC/T, S (Strengths) and W (Weaknesses), refer to internal factors within the business. It relates to the resources which organizations can control. The final two letters in SWOC/T, O (Opportunities) and Challenges/T (Threats), refer to external factors over which the organization has

essentially no control. SWOC analysis is the most renowned tool for audit and analysis of the overall strategic position of a business and its environment (Panagiotou, 2003, Shen, Zhao and Drew, 2006). SWOC analysis determines what assists the firm in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results. SWOC analysis has been used frequently in the strategic planning process in business and higher education due to their relatively low cost and ability to quickly identify key issues. Strategic planning enables libraries to exert control over changes and to adapt to the future, especially when the future seems uncertain and unpredictable. Strategic plans provide guidelines for moving into an uncertain future with the ability to set a direction, but the flexibility to adjust to emerging issues (Zaugg, 2015).

Consequently, Michelle (2019) affirms that analyzing the strengths, weaknesses, opportunities, and challenges (SWOC) facing university libraries is an important part of strategic planning, which is vital to the success of libraries' strength and where the greatest opportunities lie. Therefore, SWOC analysis of library services allows librarians to be aware of opportunities that exist in the library to develop a dynamic relationship with users. Ademodi (2015) emphasizes that it is only when users are aware of the availability of services that utilization can come into play. Hence, librarians need to be aware of SWOC analysis to appreciate the values of assessing the effectiveness of library services in a competitive environment.

In this study, awareness of SWOC analysis means the extent to which librarians are pre-informed and knowledgeable about SWOC analysis tools to identify organizational strengths, weaknesses, opportunities, and challenges of library services. Dillan (2008) states that SWOC/SWOT is a basic, analytical framework that assesses an entity, industry or product. Since SWOC analysis has the potential to produce user-centered libraries

that are constantly evolving to maintain relevance that will compete with other online resources. Such analysis will allow librarians to take stock of their strengths and weaknesses, internal factors over which they have to leverage. SWOC analysis will also allow librarians to recognize the opportunities that can be advantageous and enable them to be aware of challenges that may affect library services and respond accordingly.

It is against this background that this study assesses library strengths, weaknesses, opportunities, and challenges in order to match strengths to external opportunities, transform weaknesses into strengths, convert external challenges into opportunities, and eliminate or minimize weaknesses and challenges for sound strategic development and decision making in university libraries in Edo State, Nigeria.

Statement of the Problem

Regular assessment of library performance is carried out in universities to evaluate the quality of services and take necessary steps to improve performance. This includes identifying the needs of library users and meeting these needs by providing facilities, services, and resources. Preliminary observation by the researchers revealed that the quality of teaching, learning and research activities in any educational institution mainly depends on the quality and quantity of information resources and services that are available in the library. However, related reviewed literatures revealed that university education in Nigeria is facing a critical challenge in meeting new demands of the 21st century, with its ever-increasing population growth, inadequate library facilities, resources, and insufficient funding. Hence, adequate library resources and services are not available to support intellectual, cultural and technical development in Nigerian universities.

Therefore, the effect of the aforementioned in the educational system with university library as the center of academic life is likely to be

defeated because users would not patronize the library and this will create a gap in knowledge. Besides, the purpose of a library is defeated if its users are not satisfied with the resources and services provided. Therefore, for libraries to be efficient and effective in their services, libraries would need to measure their performance rigorously against the expectations and needs of their users.

It is in light of the foregoing that scholars recommended SWOC analysis to provide an objective assessment of the library in order to deal with the environment. SWOC analysis allows strategies to be planned so that librarians can successfully utilize strengths and opportunities to overcome challenges and weaknesses facing the library. Therefore, the aim of this study is to assess the awareness of SWOC analysis of library services in universities in Edo State, Nigeria.

Objectives of the Study

The broad objective of this study is to investigate the awareness of strengths, weaknesses, opportunities, and challenges (SWOC) analysis for library services in universities in Edo State, Nigeria. Specifically, the study seeks to:

1. determine the extent of awareness of SWOC analysis for library services in universities in Edo State, Nigeria;
2. identify the benefits of SWOC analysis for library services in universities in Edo State, Nigeria;
3. identify the constraints of SWOC analysis for library services in universities in Edo State, Nigeria.

Research Questions

This study seeks answers to the following questions:

1. what is the extent of awareness of SWOC analysis for library services in universities in Edo State, Nigeria?
2. what are the benefits of SWOC analysis for library services in universities in Edo State, Nigeria?
3. what are the constraints of SWOC analysis

for library services in universities in Edo State, Nigeria?

Review of Related Literature

A library is an organized collection of resources, made accessible to a defined community for reference or borrowing. It provides physical or digital access to materials and maybe a physical building or room, or a virtual space, or both. Library collections include books, periodicals, newspapers, manuscripts, films, maps, prints, documents, microform, CDs, cassettes, videotapes, DVDs, Blu-ray Discs, eBooks, audio books, databases, and other formats. Libraries range in size from a few shelves of books to several million items (Oyediran, 1998).

Scholars such as Coetzee and Middelmann (2007), Dillan (2008), Harrison and Herbohn (2011) Jiwan and Kendawang (2012) stated that SWOC analysis can be used to provide an objective assessment of libraries to deal with their environment. Resources are the strength of libraries used to achieve institutional objectives. Weakness is a debility, fault, defect, or limitation in the library that prevents achievements of its objectives. An opportunity is any conducive or favorable situation in the library's external environment. It allows the library to enhance or improve its position. Challenge or a threat, on the other hand, is an unfavorable situation, a barrier or constraint that may pose problems in the smooth working of the library or it may even cause damage. Naturally, SWOC analysis allows strategies to be planned that can successfully utilize strengths, opportunities to overcome challenges and weaknesses facing the library. SWOC analysis can be applied to develop and extend conclusions drawn from an investigation of the external environment. It seeks to identify opportunities and challenges in the external environment, and strengths and weaknesses of existing resources and services which might be used to take advantage of opportunities or avert challenges. The analysis enables informed decisions to be taken about ability of existing

records to contribute to the development of a new program (Agarwal, Grassl and Pahl, 2012). Aithal and Kumar (2015) found that SWOC analysis is the foundation for evaluating the internal potentials, limitations, opportunities, and threats from the external environment. It analyzes all the positive and negative factors from inside and outside environment to enhance organizational success. Michele (2017) states that library strengths could include staff skills and competencies, programming, budget, maintenance, and community relations. Planning for the library's future based on its strengths should include ways to maintain and improve existing success. Furthermore, Edward and Ward (2007) stated that analyzing a library's weakness refers to evaluating internal operations which could be in the areas of strengths that need improvement and attention to reduce the negative impact of their weaknesses. Danca (2013) affirms that opportunities are factors outside the library that can be evaluated and acted upon to benefit the library. Therefore, library opportunities may be present in the "economic, political/legal, technological, or socio-cultural environments. The awareness of high economic status of library users could be beneficial to the growth of the library.

Besides, analyzing library challenges/threats is evaluating factors outside the library that hinder its success. Likewise, opportunities, challenges/threats could emanate from the economic and political environment, which threatens to reduce library budgets. Hence, maintaining current awareness of challenges enables library administration to plan and act. This requires frequent attention because the external environment often changes.

Furthermore, SWOC analysis is beneficial for library services because it has a positive influence on the effectiveness of librarians (Kumar, 2012; Edward and Ward, 2007). Arslan, et al., (2013) state that the benefits of SWOC analysis in the library foster thinking through the planning process based on the

external library environment and the internal library capabilities. Zaugg (2015) also found that strategic planning enables libraries to exert control over changes and adapt to the future, especially when the future seems uncertain and unpredictable. Strategic plans provide guidelines for moving into an uncertain future with the ability to set a direction, but the flexibility to adjust to emerging issues. Mapulanga (2013) notes that strategic plans have guided the planning, budgeting, and financing of library services and systems and strategic planning helps organizations to be more productive and guide the allocation of resources to achieve goals. It provides information that helps in matching the organization's resources and capabilities to match with competitions. The application of SWOC analysis is not limited to profit-seeking organizations, but also service-oriented ventures such as the library. Therefore, the usual practice is to make best use of strengths while overcoming weaknesses and to take advantage of opportunities while removing challenges. This will provide a variety of alternative strategies for organizations to succeed. Madhuri, Sailaja, Sathya and Subramanyam (2017) found that SWOC analysis was used to identify aspects of projects that need improvement. The analysis also acts as a guide to overcome weaknesses and challenges.

The utilization of SWOC analysis for library services, especially in developing countries has not been without problems. Hamel (2008) found that the constraints of SWOC analysis include: brainstorming, subjectivity; finding solutions and prioritizing. Dess, et al. (1997); Koch (2000) and King (2004) found that the limitations of SWOC include oversimplifying the type and extent of strengths, weaknesses, opportunities, and challenges facing the company and there may be times when the situation does not fit into one of the four SWOC categories. At other times, it might be difficult to classify a situation, as opportunities can also be challenges, and strengths can also be weaknesses, depending

on circumstances. It can also be difficult to identify the four elements of the SWOC analysis. For instance, an opportunity or a threat may not be easy to identify. Magloff (2006) found that what appears to one person as strength may be a weakness to another. SWOC analysis does not take into account that some elements such as inflation levels; changes in the price of raw materials; changes to government legislation; and lack of sufficiently skilled labour may not be under a library management's control. Another drawback is that SWOC applies the same process to address all problems. Similarly, SWOC analysis does not take into account problems' complexity or depth and may not be suitable for analyzing all types of problems because when identifying and classifying relevant factors, the focus is not just on internal matters, but also external components that could impact the success of the project (Dealtry, 1992 and Igbinedion, 2018). Patel, Patel and Bansal (2014) also enumerated four limitations of the SWOC matrix to include: first, that SWOC is not the end process as it does not show how to achieve a competitive advantage. The matrix shows how proposed strategies are being implemented and the challenges faced in implementation. Second, SWOC analysis is done as a static assessment or as a snapshot in time. As such, capabilities, threats, challenges and strategies can change, the whole scenario may not be revealed in a single matrix. Third, SWOC analysis may lead to exaggerated internal or external factors in strategies; as there may be interrelationships among the key internal and external factors that SWOC does not reveal as important in devising strategies. Lastly, SWOC analysis could lead to missing factors that may be present in the organization.

Methodology

The study adopted a survey research design which is a systematic approach for collecting data to find out a respondent's opinion. Total enumeration method of the entire population of 57 professional librarians from four (4)

universities in Edo State, Nigeria was used for this study. The research instrument was a structured questionnaire titled "Questionnaire on the Awareness of SWOC Analysis for Library Services in Universities (QASWOCALSU)". The values of the reliability estimates range from ($r=0.65$) to ($r=0.80$) and this indicates that the questionnaire was reliable and was used for data collection. The researchers distributed questionnaires to all professional librarians within one week in September, 2018. Professional librarians were allowed to fill and

return the questionnaires to their university librarian's office for collection. Therefore, the response rate of 48 (84.2%) was recorded and used for data analysis. Data collected were analyzed using frequency counts, percentages (%), Mean (\bar{X}) and Standard Deviation (SD) to analyse the information from the respondents.

Results

Table 1: Frequencies and Percentages of Awareness of SWOC Analysis for Library Services in

S/N	Awareness of SWOC Analysis	Aware Freq (%)	Not aware Freq (%)	Remark
A	Internal/ External Favorable Factors			
1.	Strengths	44 (91.7%)	4 (8.3%)	A
2.	Opportunities	40 (83.3%)	8 (16.7%)	A
B	Internal/ External Unfavorable Factors			
3.	Weaknesses	46 (95.9%)	2 (4.1%)	A
4.	Challenges	43 (89.6%)	5 (10.4%)	A
	Total/Average Awareness	43 (89.6%)	5 (10.4%)	A

Table 1 shows frequencies and percentages of responses on awareness of SWOC analysis for library services in universities in Edo State, Nigeria. Result reveals that professional librarians were aware of SWOC analysis for library services with percentages of 43 (89.6%) while not-aware of SWOC analysis is with percentage of 5 (10.4%). This implied that professional librarians in universities in Edo State, Nigeria are aware of both the

internal and external favorable and unfavorable factors that could affect library services using SWOC analysis.

Table 2: Mean and Standard Deviation of Benefits of SWOC Analysis for Library Services (N=48)

S/N	Benefits of SWOC Analysis	Mean	SD	Remarks
1.	Promotion of the use of information resources;	3.93	0.98	Agreed
2	Create perception of need and demand	3.94	0.98	Agreed
3	Ensure the optimum use of information.	3.22	0.80	Agreed
4	Improve the image and status of the library and professionals	2.86	0.71	Agreed
5	Tackling problems of rising costs of reading materials, journals, and databases	2.18	0.54	Disagreed
6	Cope with the information explosion	3.31	0.82	Agreed
7	Introduce cutting-edge information technology systems for library services	3.35	0.83	Agreed
8	Provision of funds for library resources and services	3.91	0.97	Agreed
9	Save libraries from devaluation	3.31	0.82	Agreed
10	Save libraries from declining reader-support	3.58	0.89	Agreed
11	Provision of resources for new curriculum	3.93	0.98	Agreed
12	Designing library buildings and work hours	3.24	0.81	Agreed
13	Cooperation and Consortium in collection building	3.70	0.92	Agreed
14	Digitization of rare and out-of-print documents	3.45	0.86	Agreed
15	Building digital repositories	3.86	0.96	Agreed
16	facing external competition	3.73	0.93	Agreed
17	Cataloguing and classification of library resources	3.43	0.85	Agreed
18	Provision of adequate library resources and services	3.53	0.88	Agreed
19	Acquisition of library resources policy	3.18	0.79	Agreed
	Grand Mean	3.26	0.81	Agreed

Table 2 shows the mean and standard deviation of responses on the benefits of SWOC Analysis for library services. Results revealed that professional librarians agreed that all the listed items were beneficial to library services which range from $_{2.86}$ to $_{3.94}$ and SD of 0.71 to 0.98). Surprisingly, the respondents disagreed that tackling problems

of rising costs of reading materials, journals, and databases ($X = 2.18$, $SD = 0.54$) was not beneficial to library services.

Table 3: Mean and Standard Deviation of Constraints of SWOC Analysis for Library Services in University (N=48)

	Constraints of SWOC Analysis	Mean	SD	Remarks
1	lack of promotional activities in the use of information resources	3.83	0.85	Agreed
2	lack of skills to meet the needs and demands of users	3.32	0.83	Agreed
3	lack of skills for optimum use of information	3.01	0.75	Agreed
4	Lack of improved image and status of the library and professionals	3.71	0.92	Agreed
5	Tackling the problems of rising costs of reading materials, journals, and databases	3.65	0.91	Agreed
6	Coping with the information explosion	2.53	0.63	Agreed
7	lack of introducing cutting-edge information technology systems for library services	3.79	0.94	Agreed
9	lack of funds for library resources and services	3.97	0.99	Agreed
9	Save libraries from devaluation	2.11	0.52	Disagreed
10	Save libraries from declining reader-support	2.12	0.53	Disagreed
11	Lack of provision of resources for new curriculum	3.42	0.85	Agreed
12	Designing library buildings and work hours	2.01	0.50	Disagreed
13	lack of cooperation and consortium for library collections	3.01	0.75	Agreed
14	lack of digitization of rare and out-of-print documents	3.61	0.90	Agreed
15	lack of digital repositories	3.87	0.96	Agreed
16	Lack of skills in facing external competition	2.13	0.53	Disagreed
17	Cataloguing and classification of library resources	2.20	0.55	Disagreed
18	inadequate library resources and services	3.76	0.94	Agreed
19	Lack of acquisition policy	2.89	0.72	Agreed
	Grand Mean	2.94	0.72	Agreed

Table 3 shows the mean and standard deviation of responses on the constraints of SWOC analysis for library services. Results revealed that professional librarians were constrained by lack of funds for library resources and services ($X=3.97, SD=0.99$), lack of digital repositories ($X=3.87, SD=0.96$), lack of promotional activities in the use of information resources ($X=3.83, SD=0.85$), lack of introducing cutting-edge information technology systems for library services ($X=3.79, SD=0.96$), inadequate library resources and services ($=3.76, SD=0.94$), lack of improved image and status of the library and professionals ($X=3.71, SD=0.92$), tackling problems of rising costs of reading materials, journals, and databases ($X=3.65, SD=0.91$), lack of digitization of rare and out-of-print documents ($X=3.61, SD=0.90$), lack of provision of resources for new curriculum ($X=3.42, SD=0.85$), lack of skills to meet the needs and demands of users ($X=3.32, SD=0.83$), lack of skills for optimum use of information, lack of cooperation and consortium for library collections ($=3.01, SD=0.75$), lack of acquisition policy ($X=2.89, SD=0.72$) and coping with the information explosion ($X=2.53, SD=0.63$). The above listed items were agreed by professional librarians to be the major constraints affecting awareness of SWOC analysis for library services. However, professional librarians disagreed that devaluation of libraries, declining readers supports, library building and work hour, cataloguing and classification of resources and lack of skills in facing external competition which ranges from ($X= 2.01 - 2.20$ and $SD=0.50-0.55$) does affect awareness of SWOC analysis for library services.

Discussion of Findings

Results revealed that professional librarians were aware of SWOC analysis for library services in Edo State. This implied that most librarians in Edo State were pre-informed and knowledgeable about SWOC analysis tools that can be applied to develop and extend the conclusions drawn from an investigation of the external environment to improve library

services. The findings of this study also agree with Hussain and Abalkhail (2013) that the evaluation of quality library services could be achieved through feedback from users. The findings agree with Agarwal, Grassl, and Pahl (2012) that SWOC analysis identifies opportunities and challenges in the external environment and the strengths and weaknesses of existing resources and activities which might be used to take advantage of opportunities or avert challenges to contribute to the development of new programs. The findings of this study also agree with Madhuri, Sailaja, Sathya and Subramanyam (2017) that SWOC analysis can be used to identify aspects of projects that need improvement. The analysis also acts as a guide to overcome weaknesses and challenges. Therefore, the awareness of SWOC analysis of library services will allow librarians to be conversant with opportunities to develop a dynamic relationship with users. Besides, the awareness of high economic status of library users could also be beneficial to the growth of the library. The findings of this study support the views of Ademodi (2015) that it is only when users are aware of the availability of services that utilization can come into play. Consequently, librarians need to be aware of SWOC analysis to appreciate the values of evaluating the effectiveness of library services in a competitive environment. Furthermore, opportunities, challenges/ threats could emanate from the economic and political environment, which may threaten to reduce library budgets. Hence, maintaining current awareness of challenges will also enable library administration to plan and act.

Results revealed that SWOC analysis is beneficial for library services. This implied that the use of SWOC analysis for library services has a positive influence on the effectiveness of librarians. The result of findings of this study agrees with the findings of Arslan, et al. (2013) that the benefits of SWOC analysis in the library foster thinking through the planning process based on the external library environment and the internal library capabilities. The findings of this study also support the result of the findings of

Zaugg (2015) that strategic planning enables libraries to exert control over changes and adapt to the future, especially when the future seems uncertain and unpredictable. Strategic plans provide guidelines for moving into an uncertain future with the ability to set a direction and the flexibility to adjust to emerging issues. The result of this study also support the findings of Aithal and Kumar (2015) that SWOC analysis is the foundation and guide for evaluating the internal potentials, limitations, opportunities, and threats from the external environment. It analyzes all the positive and negative factors from inside and outside the environment to enhance organizational success. The findings of this study disagree with the findings of McNutt (1991) that the distinction between strength and opportunity, as well as between weakness and threat, can be confusing and misunderstood. Since SWOC analysis has the potential to produce user-centered libraries that are constantly evolving to maintain relevancy as they compete with other online resources. Such analysis will allow librarians to take stock of their strengths and weaknesses and internal factors over which they have to leverage. It can be used to justify the use of resources for library management. The analysis will also allow librarians to recognize the opportunities that can be advantageous and enable them to be aware of challenges that may affect the library and respond accordingly; assesses the library strengths, weaknesses, opportunities, and challenges in order to match strengths to external opportunities, transform weaknesses into strengths, convert external challenges into opportunities, and eliminate or minimize weaknesses and challenges for sound strategic development and decision making in university libraries.

This result is in line with the findings of Mapulanga (2013) that strategic plans have guided the planning, budgeting, and financing of library services and systems. It provides information that helps match the organization's resources and capabilities to the competitive environment. The application

of SWOC analysis is not limited to profit-seeking organizations but also service-oriented ventures. Therefore, the usual practice is to make best use of strengths while overcoming weaknesses and to take advantage of opportunities while removing challenges. As a result, the business can obtain alternative strategies.

Results revealed that some constraints affect the use of SWOC analysis for library services in Edo State, Nigeria. These include lack of funds, lack of digital repositories, lack of promotional activities in the use of information resources, lack of introducing cutting-edge information technology systems for library services, inadequate library resources and services, lack of improved image and status of the library and professionals, tackling problems of rising costs of reading materials, journals, and databases, lack of digitization of rare and out-of-print documents, lack of provision of resources for new curriculum lack of skills to meet the needs and demands of users, lack of skills for optimum use of information, lack of cooperation and consortium for library collections, lack of acquisition policy and coping with the information explosion.

Results of the findings of this study agree with the findings of Hamel (2008) that the constraints of SWOC analysis include: brainstorming, subjectivity; finding solutions and prioritizing. SWOC analysis relies entirely upon ideas generated by the managers. Thus, the effectiveness of a SWOC analysis is dependent upon the information and creativity of the managers conducting the analysis. If managers fail to account for strengths, weaknesses, opportunities or challenges during the brainstorming process, the analysis could ignore important sources of growth or potential sources of harm. This result is in line with the findings of Koch (2000) and King (2004) that the limitations of SWOC include oversimplifying type and extent of strengths, weaknesses, opportunities, and challenges facing the company and there may be times when the

situation does not fit into one of the four SWOC categories. At other times, it may be difficult to classify a situation, as opportunities can also be challenges, and strengths can also be weaknesses, depending on circumstances.

The result of this study agrees with the findings of Magloff (2006) that what appears to one person as strength may be a weakness. The result of this study also supports Patel, Patel and Bansal (2014) findings that SWOC analysis is not the end process as it does not show how to achieve a competitive advantage and does not take into account some elements of the business that are not under management control. These elements may include inflation levels; changes in the price of raw materials; changes to government legislation; and lack of sufficiently skilled labor. A SWOC analysis does not take into account the problems' complexity or depth and may not be suitable for analyzing all types of problems.

Conclusion

Based on the results of the findings, the awareness of SWOC analysis for library services will allow libraries to develop dynamic relationships with users and libraries services in Edo State, Nigeria. SWOC analysis enables libraries to exert control over changes and adapt to the future, especially when the future seems uncertain and unpredictable. Analyzing the strengths and opportunities to overcome challenges and weaknesses with appropriate positioning and marketing strategies is vital to the success of libraries. Therefore, intensive efforts are required from library management, staff, and parent institutions to overcome identified weaknesses in university libraries in Edo State, Nigeria.

Recommendations

The following recommendations are made based on the findings of the study:

- Awareness of SWOC analysis for library services should be maintained by library management through promotional

information literacy programs to enable librarians to identify opportunities to develop a dynamic relationship with users. Besides, evaluating library strengths will determine how to allocate library resources in a manner that will reveal possible potentials for growth and value. Therefore, the library management team should examine the efficient use of library resources and services.

- The assessment of weaknesses in critical areas of need to improve effective library services is very crucial. Therefore, knowledge of SWOC analysis will enable librarians to transform current weaknesses into future strengths.

- Furthermore, discovering opportunities will enable librarians to identify emerging opportunities to forecast opportunities for planning for library resources and services. Dealing with challenges will enable librarians prepared for changes in the regulatory environment which can have adverse effects on library performance in the external environment.

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