
Utilization of Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis for Library Services in Universities in Edo State, Nigeria

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Abstract

This study focused on utilization of Strengths, Weaknesses, Opportunities, and Challenges (SWOC) analysis for library services in universities in Edo State. The study adopted a descriptive survey research design. Total enumeration method of the entire population of 57 professional and para-professional librarians from four universities in Edo State was used for the study. A structured questionnaire was used as instrument for data collection which was self-developed by the researchers. However, 48 copies were returned and found to be correctly filled and this gave a response rate of 84.2%. Data collected were analyzed using frequency counts, percentages (%), mean (FCPM) and standard deviation (SD). Results revealed that although librarians utilize SWOC analysis to develop dynamic relationship with users and libraries services in Edo State, Nigeria, yet there were constraints militating against the maximum utilization of SWOC analysis such as funding of the libraries and services, amongst others in university libraries in Edo State.

Keywords: Strengths, Weaknesses, Opportunities and Challenges (SWOC), Universities and Library Services

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Introduction

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 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). In a case where there is deficiency in the aforementioned, the SWOC Analysis can be implemented to achieve library's goal.

SWOC analysis (or SWOT matrix) is an acronym for strengths, weaknesses, opportunities, and challenges/threats that can be used to measure business competition or a project. However, the new acronym for SWOC is SWOT (Strengths, Weaknesses, Opportunities and Challenges /Threats). People are gradually moving away from using the word 'threat' by replacing it with 'challenges'. According to Dillan (2008) SWOC analysis is a process that identifies an organization's strengths, weaknesses, opportunities and threats. Specifically, SWOC is a basic, analytical framework that assesses an entity, industry or product. 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. Zaugg (2015) also found that strategic planning enable 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. Consequently, according to Reid (2011), analyzing the strengths, weaknesses, opportunities and challenges (SWOC) facing university libraries is an important

part of strategic planning, which is vital to the continued success of all libraries, including academic, public and special. It will enable libraries focus on services and programs on areas of strength and where the greatest opportunities lie. Therefore, SWOC analysis of library resources and services will give libraries the opportunity to develop dynamic relationship with users and library.

However, the understanding of SWOC analysis can determine the extent to which librarians are knowledgeable about SWOC analysis tools which can be used to identify the organizational strengths, weaknesses, opportunities and challenges of library services. Dillan(2008) further buttresses that SWOC is a basic, analytical framework that assesses an entity, industry or product. Therefore, the utilization of SWOC analysis of library resources and services grant libraries the opportunity to develop dynamic relationship with users and library services. Since SWOC analyses have 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.

It is against this background that this study assessed the library strengths, weaknesses, opportunities, and challenges/threats in order to match strengths to external opportunities, transform weaknesses into strengths, convert external threats into opportunities, and eliminate or minimize weaknesses and threats 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 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 literature 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 the 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 its services, libraries would need to measure their performance rigorously against the expectations and needs of their users.

It is in the light of the foregoing that scholars recommended SWOC analysis to provide objective assessment of the library in order to deal with the environment. SWOC analysis allows strategies to be planned that can successfully utilize Strengths and Opportunities to overcome the Weakness and Challenges facing the library. Therefore, the aim of this study was to assess extent of utilization of SWOC analysis for library services in universities in Edo State, Nigeria.

Objectives of the Study

The broad objective of this study was to investigate the utilization of Strength, Weakness, Opportunity and Challenges (SWOC) analysis for library services in universities in Edo State, Nigeria. Specifically, the study sought to:

1. determine the extent of utilization 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 sought answers to the following questions:

1. What is the extent of utilization 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 libraries in 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 may be 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 objective assessment of libraries to deal with their environment. The strength of the library is resources or capabilities for the universities to successfully achieve its objectives. Weakness is a debility, fault, defect, or limitation in the library that prevents the 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. A challenge/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 damage it. Naturally, SWOC analysis allows strategies to be planned that can successfully utilize strengths and opportunities to overcome the weakness and challenges facing the library. The acronym SWOC refers to the strengths and weaknesses of the service and the opportunities and challenges which it faces. SWOC analysis can be applied to develop and extend the conclusions drawn from investigation of the external environment. It seeks to identify the opportunities and threats 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 threats. The analysis enables informed decisions to be taken about the ability of the existing records and services to contribute to the development of a new programs (Agarwal, Grassl,

&Pahl, 2012). SWOC Analysis is the most renowned tool for auditing and analyzing overall strategic position of business and its environment. It is the foundation for evaluating the internal potential and limitations and the probable/likely opportunities and threats from the external environment. It views all positive and negative factors inside and outside the firm that affect the success. A consistent study of the environment in which the firm operates helps in forecasting/predicting the changing trends and also helps in including them in the decision-making process of the organization (Brad, 2015). Therefore, the utilization of SWOC analysis for library resources and services grant libraries the opportunity to develop dynamic relationship with users and library.

SWOT analysis is a tool that enables a subjective assessment of a given situation or subject in order to make critical decision that are related to planning and risk management (Olusegun, 2011). During a project kickoff in academic library and other public and private firm, the output of a SWOT analysis can provide key inputs for creating the project plans. For example, if a specific section or set of activities of a project are being outsourced, a SWOC analysis can help determine the risks and opportunities associated with each outsourced vendor that is being considered, and create the plans accordingly. Therefore, SWOC analysis is useful for risk management and resource management. For example, SWOC analysis is in identifying risks and calculated expected monetary value (Sharma, 2010). A SWOC analysis falls under the category of strategic business planning or evaluating trends to weed out the negatives in projects and boost the positives of project management (Sharma, 2010) Johnson and Scholes in Hinde (2000) stated that the aim of SWOC analysis usage is to identify the extent to which the current strategy of an organization and its more specified strength and weakness are relevant to, and capable of dealing with changes taking place in the management. This implied that, every organization, for instance a university needs to increasingly utilize its Strength, Weakness, Opportunity, and Threats in managing the challenges of library services and others educational activities. To succeed in any field, weakness must be overcome through strength and threats must be transformed into opportunities. Academic library administrators seek to attract students or users through increased promotional and advertisement efforts without paying any heed to institution's strengths and weaknesses. The potential internal strength is dependent on basic

requirements provided by the institution such as Computers, Software, Automation, E-Resources, Internet facilities, Remote Access, Networking. Staff should be qualified or they may undergo training programs (Okoh, 2010). The potential and possibilities for new services and programs may also emerge. Potential strengths could also include provision of: (a) New technological facilities with various source of information to users; (b) strong and dedicated staff with a high morale; (c) articulation with book bank facilities which would enable students to transfer others credits; and (d) diversity among the student population. Making a list of internal weaknesses could reveal areas that can be changed to improve the institution which could be beyond its control. These could include various sources of information, facilities and services, poor building infrastructure, inadequate staffing and faculty morale, substandard reading rooms and sections facilities, inadequate instructional resources, and the location of the institution within the community.

Consequently, the assessment of strengths and weaknesses can also be facilitated through surveys, observation, questionnaires, focus groups, interviews with current and past students, and other knowledgeable sources. Once weaknesses and strengths are delineated, it would be appropriate to reconfirm these items. It should be recognized that different perceptions may exist depending on the representative group consulted (Okoh, 2010). Helms and Nixon (2010) found that SWOT analysis lead to a balanced view of the technique as well as yielded ideas needed for theory building. SWOT analysis is usually presented as a square with each of the four areas making up one quadrant. This visual arrangement of the information provides a quick overview of the firm or organizational position. Although, all the points under a particular heading may not be of equal importance, there are some insights to be had in seeing how the number of opportunities measures up to the number of threats, and so forth (Arslan, et al., 2013).

Furthermore, the benefits of SWOC analysis on library services cannot be over emphasized. It was in this light that Arslan, et al., (2013) stated that the benefits of SWOC analysis in the library foster thinking through the planning process based on external library environment and 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 and the flexibility to adjust to emerging issues. Mapulanga (2013) stated that strategic plans have guided the planning, budgeting and financing of library services and systems. Strategic planning helps organizations to be more productive and guide the allocation of resources to achieve goals. It provides information that is helpful in matching the organization's resources and capabilities so as to become competitive. The application of SWOC analysis is not limited to profit-seeking organizations but also to 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 threats/challenges. This will provide variety of alternative strategies for organizations to succeed.

Besides, there are constraints that affect the use of SWOC analysis on library services. 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 includes oversimplifying the type and extent of strengths, weaknesses, opportunities and challenges facing organizations 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. 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 actually be a weakness. SWOC analysis does not take into account that some elements of 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. Another drawback is that SWOC applies the same process to addressing all problems. A SWOC analysis does not take into account the problems' complexity or depth and may not be suitable for analyzing all types of problems. It should be noted that 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 as cited by Igbinedion, 2019).

Research Method

The study adopted a descriptive survey research design. Total enumeration method of the entire population of 57 professional and para-professional librarians from four universities in Edo State was used for the study. A structured questionnaire was used as instrument for data collection which was self-developed by the researchers. However, 48 copies were returned and found to be correctly filled and this gave a response rate of 84.2%. Data collected were analyzed using Frequency counts, Percentages (%), Mean () and Standard Deviation (SD) to answer research questions raised.

Results

Table 1: Mean and Standard Deviation of Utilization of SWOC Analysis for Library Services (N=48)

s/No	Utilization of SWOT Analysis	Mean	SD	Remarks
1.	Promotion of the use of information resources	3.82	0.95	HE
2.	Create perception of need and demand	3.17	0.79	HE
3.	Ensure the optimum use of information.	3.31	0.82	HE
4.	Improve the image and status of the library and professionals	3.48	0.87	HE
5.	Tackle the problems of rising costs of reading materials, journals, and databases	3.36	0.84	HE
6.	Cope with the information explosion	3.93	0.98	HE
7.	Introduce cutting-edge information technology systems for library services	3.52	0.88	HE
8.	Provision of funds for library resources and services	3.74	0.93	HE
9.	Save libraries from devaluation	3.91	0.97	HE
10.	Save libraries from declining reader-support	3.32	0.83	HE
11.	Provision of resources for new curriculum	3.94	0.98	HE
12.	Designing library buildings and work hours	3.13	0.78	HE
13.	Cooperation and Consortium in collection building	3.89	0.97	HE
14.	Digitization of rare and out-of-print documents	3.94	0.98	HE
15.	Building digital repositories	3.87	0.96	HE
16.	facing external competition	3.72	0.93	HE
17.	Cataloguing and classification of library resources	3.20	0.80	HE
18.	Provision of adequate library resources and services	3.13	0.78	HE
19.	Acquisition of library resources policy	3.12	0.78	HE
	Grand Mean	3.37	0.84	HE

Table 1 above revealed the grand mean is (\bar{X} 3.37, SD=0.84), however, the overall mean for items 1-19 had between (\bar{X} 3.12 and 3.94), which is positive. Meanwhile, items 11 and 14 which states “Provision of resources for new curriculum” and “Digitization of rare and out-of-print documents” had the highest response rate of (=3.94 for both), while item 19 which states “Acquisition of library resources policy” recorded the least response rate (=3.12). The general results revealed that utilization of SWOC analysis for library services had (Grand Mean=3.37, SD=0.84) which ranges from (\bar{X} 3.12–3.94 and SD 0.78–0.98) The results indicated that (=3.37) is greater than the criterion mean of (=2.50). Therefore, SWOC analysis was used for library services in universities in Edo State, Nigeria.

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

S/No	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	Tackle the 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 above revealed the grand mean of ($X=3.26$, $SD=0.81$), as such, the following benefits of SWOC analysis i.e. (create perception of need and demand, promotion of the use of information resources, provision of funds for library resources and services and building digital repositories) recorded high mean scores of ($= 3.94$, $SD= 0.98$; $= 3.93$, $SD = 0.98$; $= 3.91$, $SD= 0.97$ and $=3.86$, $SD=0.98$) respectively and were all remarkably accepted and approved. Meanwhile, only one benefit of SWOC analysis was rejected, unaccepted and was disagreed with due to its low mean score of ($=2.18$, $SD=0.54$. This shows that ($= 3.26$) is greater than the criterion mean of ($=2.50$).

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

S/No	Benefits of SWOC Analysis	Mean	SD	Remarks
1	Promotion of the use of information resources	3.83	0.85	Agreed
2	Create perception of need and demand	3.32	0.83	Agreed
3	Ensure the optimum use of information	3.01	0.75	Agreed
4	Improve the image and status of the library and professionals	3.71	0.92	Agreed
5	Tackle the problems of rising costs of reading materials, journals, and databases	3.65	0.91	Agreed
6	Cope with the information explosion	2.53	0.63	Agreed
7	Introduce cutting-edge information technology systems for library services	3.79	0.94	Agreed
8	Provision 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	Provision of resources for new curriculum	3.42	0.85	Agreed
12	Designing library buildings and work hours	2.01	0.50	Disagreed
13	Cooperation and Consortium in collection building	3.01	0.75	Agreed
14	Digitization of rare and out-of-print documents	3.61	0.90	Agreed
15	Building digital repositories	3.87	0.96	Agreed
16	facing external competition	2.13	0.53	Disagreed
17	Cataloguing and classification of library resources	2.20	0.55	Disagreed
18	Provision of adequate library resources and services	3.76	0.94	Agreed
19	Acquisition of library resources policy	2.89	0.72	Agreed
	Grand Mean	2.94	0.72	Agreed

Table 3 shows response rates on the constraints of SWOC analysis for library services. The high mean scores recorded were on item 8, 15, and 1, respectively i.e. provision of funds for library resources and services, building digital repositories and, promotion of the use of information resources. The aforementioned had the following mean and standard deviation as thus, ($\bar{X}=3.97, SD=0.99$; $=3.87, SD= 0.96$; $=3.83, SD=0.85$) respectively. Therefore, few mean scores and standard deviation were disagreed with and rejected, such as item 9 (save libraries from devaluation, $=2.11, SD=0.52$), item 10 (save library from declining reader-support, $=2.12, SD= 0.53$) and item 16 (facing external competition, $=2.13, SD=0.53$). The result indicates that ($=2.94$) is greater than the criterion mean of ($=2.50$).

Discussion of Findings

Results of findings revealed that SWOC analysis is used in library services. This library services include promotion of the use of information resources, creation of need and demand; ensuring of the optimum use of information, improving the image and status of the library and information professionals; need to tackle the problems of rising costs of reading materials, journals, and databases; need to cope with the information explosion; need to introduce cutting-edge information technology systems for library services; need for provision of funds for library resources and services; need to save libraries from devaluation; need to save libraries from declining reader-support; need for provision of resources for new curriculum; designing library buildings and work hours; cooperation and consortium in collection building; digitization of rare and out-of-print documents; building digital repositories; facing external competition; cataloguing and classification of library resources; provision of adequate library resources and services and acquisition of library resources policy. The result agrees with the findings by Hill and Westbrook, (1997) that SWOT can be used for overall business strategy sessions, for specific [segment](#) such as [marketing](#), production, or sales. It can also work in reverse and do segment specific SWOT analysis that feeds into an overall SWOT analysis. Similarly, the findings of this study corresponded with the result of the findings of Oluremi and Gbenga (2011) that business organization that wants to succeed must develop a clear understanding of the trends of business environment and forces that shape

competition. It will also enable organizations to choose appropriate strategy or strategies to fit trends in business environment through environmental scanning analysis with focus on strengths, weaknesses, opportunities and challenges/threat (SWOC/T).

Result of the study revealed that SWOC analysis is beneficial for library services in creating perception of needs and demands. This implied that it has a positive influence on effectiveness of library services delivery. Arslan, et al., (2013) agreed that the benefit of SWOC analysis in the library fosters thinking through the planning process based on the external library environment and the internal library capabilities. Benefits of SWOC cannot be overemphasized, the findings of this study corresponded with the result of the findings of Aithal and Kumar (2015) that SWOC Analysis is a source of information for strategic planning, builds organization's strengths, reverse its weaknesses, maximize its response to opportunities, overcome organization's challenges, it helps in identifying core competencies of the organization, it helps in setting of objectives for strategic planning, it helps in knowing past, present and future so that by using past and current data, future plans can be checked.

The study also found the following as the major constraints i.e. the promotion and use of information resources, the creation of perception of need and demand, ensuring optimum use of information, improving the image and status of the library and professionals, digitization of rare and out-of-print documents, building digital repositories and provision of adequate library resources and services. These were further buttress in one of the works 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. The result agreed with the findings of Koch (2000) and King (2004) that the limitations of SWOC includes 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 may be difficult to classify a situation, as opportunities can also be threats, and strengths can also be weaknesses, depending on circumstances. The findings of this study corresponded with the result of the findings of Magloff (2006) that what appears to one person as strength may actually be a weakness. SWOC analysis does not take into account that some elements of business are not under management control such as inflation levels, changes in the price of 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 utilization of SWOC analysis for library services will give libraries the opportunity to develop dynamic relationship with users and library 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 weaknesses and challenges with appropriate positioning and marketing strategies is vital to the success of libraries. Therefore, deliberate and intensive efforts are required from library management, staff and parent institutions to overcome identified weaknesses and challenges in university libraries in Edo State, Nigeria using SWOC analysis.

Recommendations

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

1. Utilization of SWOC analysis for library services should be maintained by library management through promotional information literacy programs.
2. Evaluating library strengths will determine how to allocate library resources in a manner that will result in the highest possible potentials for growth and value. The library management team should constantly examine and encourage the efficient use of library resources.

3. Assessments of weaknesses in critical areas need to be improved for the library to be more effective. Therefore, librarians should turn current weaknesses into future strengths.
4. Discovering opportunities will enable librarians identify emerging opportunities to take advantage to forecast opportunities for planning of library resources and services.
5. Dealing with risks 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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