



Strategic development and SWOT analysis of specialized children services in public libraries

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Abstract

Background: Public libraries play a strategic role in fostering children's literacy and lifelong learning by providing services that are inclusive, engaging, and developmentally appropriate. However, children's library services in many public libraries still face structural and managerial challenges that limit their effectiveness.

Purpose: This study aims to evaluate the quality of children's services at the Kabupaten Bandung Library and Archives Office (Dinas Perpustakaan dan Kearsipan Kabupaten Bandung) and to formulate development strategies based on identified conditions. This study fills a research gap by employing SWOT analysis specifically to evaluate children's services in Kabupaten Bandung public library.

Methods: This research employed a descriptive qualitative design with a field research approach. Data were collected through direct observation and semi-structured interviews with librarians involved in children's services. The aspects examined included collections, facilities, programs and activities, as well as interactions between librarians and child users. Data were analyzed using the SWOT framework to identify strengths, weaknesses, opportunities, and threats affecting children's services.

Results: The results indicate that the library has provided basic child-friendly facilities and implemented several literacy-oriented programs. Nevertheless, key challenges remain, including limited inclusive and foreign-language collections, the absence of a dedicated children's librarian, and programs that are largely dependent on external requests rather than internal planning. Based on the SWOT analysis, several strategic recommendations are proposed, such as strengthening and diversifying collections, improving child-friendly and inclusive facilities, enhancing cross-sector collaboration, and establishing specialized children's librarian roles.

Conclusion: A structured and strategic approach is essential to ensure the sustainable development of children's services and to strengthen the role of public libraries as responsive literacy spaces for children.

Keywords:

Children's services
Library service development
Library service evaluation
Public library
SWOT analysis

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INTRODUCTION

Public libraries are very important institutions in promoting literacy and lifelong learning, especially among children, who certainly benefit from services designed to meet their developmental needs. Implementing a child-centered approach in library programs is essential for fostering a culture of reading from an early age and providing a safe and inclusive environment to fulfill the educational and recreational goals of libraries (Cahill et al., 2020; Clark, 2017). A study conducted by Clark (2017) emphasizes the need for program design that specifically involves children, highlighting the importance of engagement beyond mere accessibility.

The role of public libraries in creating appropriate and effective children's services is crucial for promoting children's literacy and social development. A child-centered approach to designing library programs and collections is essential, as it allows services to be tailored to meet children's developmental needs. Several previous studies emphasize that positive experiences in early literacy directly impact children's reading culture, so libraries need more activities aimed at children (Çıldır et al., 2021; Igwebuike et al., 2019).

The need for librarians to actively engage with children highlights an area of potential growth in children's library services that is not limited to facilitating reading facilities and infrastructure but also equally important social and cognitive skills (Merga, 2019). The effectiveness of librarians in building relationships with child patrons, whether through special children's programs at the library or

interactions in general children's services, is another important component of quality children's services. Research underscores the importance of these interactions, as librarians serve not only as providers of information but also as facilitators of social values for children (Wang et al., 2021). This is in line with the findings of Layden et al. (2021), which show that effective library services can significantly support child patrons, including those who need special support.

To overcome these challenges, a comprehensive and integrated approach is needed to evaluate children's library services. The SWOT analysis framework offers a comprehensive method for understanding the strengths, weaknesses, opportunities, and threats of libraries, enabling the emergence of strategic solutions for service improvement, such as the research conducted by Rizki et al. (2021), which discusses how SWOT analysis can help organizations align their strategies with their operational capabilities, thereby improving overall performance.

Previous research has also highlighted the relevance of conducting SWOT analysis in various contexts, including academic libraries and public education systems. Research by Harris (2018) and Lamba (2018) describes how SWOT analysis can identify the strengths and weaknesses of library services while capturing user needs and satisfaction, thereby enabling improvements that can be tailored to the services provided to library users.

Recent studies on children's services in public libraries predominantly emphasize their contribution to literacy development, user perceptions, and program effectiveness

(Batubara & Prijana, 2024; Indrayani & Hidayati, 2023). Although these studies highlight the growing importance of inclusive and digitally mediated services, they generally focus on isolated service outcomes or user experiences rather than evaluating children's services as an integrated service system. As a result, there is a methodological gap in providing a comprehensive assessment that simultaneously examines multiple service dimensions, such as collections, facilities, programs, and librarian-child interactions. Moreover, while SWOT analysis has been widely utilized as a strategic evaluation tool in organizational and academic library contexts (Imani et al., 2024; Quan et al., 2023), its application to children's services in public libraries remains limited. Existing studies rarely adapt this framework specifically to address the distinctive characteristics of children's services, which require developmentally appropriate resources, inclusive facilities, and specialized librarian engagement (Azwar, 2024; Pitaloka et al., 2025). This gap is further intensified in the Indonesian context, where empirical research on children's services in public libraries is still scarce and largely descriptive, offering limited strategic guidance for service development (Wahdi et al., 2023). Consequently, there is insufficient evidence on how strategic evaluation frameworks can be operationalized to improve children's services in regional public libraries in developing countries.

This study addresses these gaps by applying a SWOT analysis framework specifically to the evaluation of children's services at the Kabupaten Bandung

Library through the integration of four key service dimensions: collections, facilities, programs, and librarian-child interactions. Unlike previous studies that primarily assess general library services or focus on single service components, this research adopts a holistic and child-centered strategic perspective tailored to the unique context of children's librarianship (Azwar, 2024; Quan et al., 2023). The novelty of this study lies in its contextualized use of SWOT analysis for children's services in a regional public library setting, where empirical evidence and strategic models remain limited (Wahdi et al., 2023). By grounding the SWOT analysis in qualitative field data, this study not only extends the theoretical application of SWOT analysis to children's librarianship but also produces practical and actionable development strategies aligned with local institutional conditions (Azhali et al., 2023). Therefore, this research contributes both theoretically by expanding strategic evaluation approaches in children's library studies and practically by offering a replicable model for service development in public libraries within developing regions.

This study aims to assess the quality of children's services at the Kabupaten Bandung Library (Bandung Regency Library) through an integrated approach, namely through SWOT analysis by analyzing collections, facilities, programs, and librarian interactions. The findings will form strategic recommendations to improve library services, thereby contributing to the field of library and information science and significantly improving the quality of public services at the regency level to help improve the information literacy of child library users

(Demasson et al., 2017; Seifi et al., 2020). This SWOT analysis method has not been widely explored in the context of children's services, especially in public libraries in Indonesia. By using this framework, it is hoped that the Kabupaten Bandung Library can develop practical strategies to improve services, from enhancing collections to optimizing librarian-child interactions.

RESEARCH METHODS

In this study, a descriptive research design was chosen to thoroughly explore children's services in libraries, focusing on how these services are organized and delving deeper into the interactions between children and librarians. A qualitative approach is well suited to this study because it facilitates a deep understanding of complex phenomena, allowing for the exploration of subjective meanings that informants consider to be their experiences in the context of libraries with children's services (Robertson & McMenemy, 2018). As supported by qualitative research literature, the use of this approach prioritizes data collection in natural situations, which increases the authenticity of the insights obtained (Bowler et al., 2018). Therefore, this study uses a descriptive qualitative approach to describe the conditions of children's services at the Kabupaten Bandung Library and Archives Office in depth.

The location of this research is at the Kabupaten Bandung Library and Archives Office (Dispupip) in Soreang, West Java. The Kabupaten Bandung Library and Archives Office was chosen as the location for this research because of its existence as

one of the centers of community literacy at the regional level, as well as having a children's service room that has been operated and is intended to support the reading interests of children from early childhood to adolescence. The object of this study was children's services at the Kabupaten Bandung Regional Library.

Data in this study were collected using direct observation and semi-structured interviews, which are commonly used in qualitative research to produce rich and contextual insights (Izi et al., 2024). Direct observation focused on various aspects of children's services, such as the suitability and relevance of the collection, available facilities, activity programs, and interactions between librarians and children. This comprehensive observation is very important because it can capture real-time behaviors and conditions that affect service delivery. Informants were selected through purposive sampling with specific criteria, namely librarians who are active in children's services.

Data analysis in this study used the SWOT (Strengths, Weaknesses, Opportunities, and Threats) framework to evaluate the current state of children's services at the Kabupaten Bandung Library. This approach is effective because it allows for a comprehensive analysis of internal and external factors that affect service quality (Harris, 2018; Lamba, 2018; Rizki et al., 2021). The SWOT analysis first requires a careful data reduction process in which information collected from observations and interviews is first filtered and classified into four main components: collection, facilities, programs, and interactions. This categorization is very important because

it helps identify the operational strengths and weaknesses while considering broader opportunities and threats in the context of child services at the Kabupaten Bandung Library.

The research was conducted through a sequential and structured qualitative procedure. The study began with a literature review to identify key concepts related to children's library services and strategic evaluation using SWOT analysis. This stage informed the development of observation guidelines and interview questions. Field data collection was then carried out in a single visit to the Kabupaten Bandung Library, during which direct observation and semi-structured interviews were conducted simultaneously. The informant consisted of one librarian, selected purposively based on their involvement in service implementation. Observation focused on four service aspects: collections, facilities, programs, and librarian-child interactions, while interviews explored operational practices and perceived challenges in these areas.

Following data collection, the qualitative data obtained from observations and interviews were subjected to data reduction and thematic grouping. The findings were then categorized into four analytical components and mapped into the SWOT framework by identifying internal factors (strengths and weaknesses) and external factors (opportunities and threats). Based on this classification, a SWOT matrix was constructed to formulate strategic alternatives using the SO (Strength-Opportunity), WO (Weakness-Opportunity), ST (Strength-Threat), and WT (Weakness-Threat)

strategies. The final output of this process consisted of a SWOT analysis and a set of development strategy recommendations aimed at improving children's services at the Kabupaten Bandung Library.

RESULTS AND DISCUSSION

Based on observations and interviews, children's services at the Kabupaten Bandung Library cover four main aspects, namely collections, facilities, programs/activities, and librarian interaction with children. In terms of collection, the library provides a variety of interesting and appropriate reading materials for children, such as storybooks, fairy tales, educational comics, encyclopedias, and digital media such as educational DVDs and digital files that can be accessed via Smart TV. The majority of the collection is in Indonesian, while the foreign language collection is limited and cannot be borrowed. The collection is classified using the DDC system and arranged on low shelves so that it is easily accessible to children. In terms of facilities, the children's service room is designed to be child-friendly, separate from the public space, and equipped with facilities such as a small stage, games, soft chairs, and a digital service system based on the Inlislite application and digital library. These facilities demonstrate efforts to create a pleasant literacy environment.

Children's services programs are also organized regularly and systematically, such as storytelling, coloring, school visits, and recycling activities. One of the flagship programs is "Torca Bedas," which is a collaboration with schools in the form of visits to the library using a shuttle bus.

Table 1. Results of Observation and Interviews

Aspects	Results of Observation and Interviews
Collections	There is a special collection for children on various topics and media types, but the collection in foreign languages is still limited.
Facilities	There is a spacious children's room with a Smart TV, toys and playground equipment, and low shelves that children can reach.
Children's Programs and Services	The library actively organizes regular activities for children, such as mobile libraries and other activities that are usually requested by schools, kindergartens, and communities in the Kabupaten Bandung area. However, there are no librarians specializing in children's services.
Interaction Between Librarians and Child Library Users	Librarians have the ability to facilitate children's needs in reading and activities and are friendly towards child patrons.

Source: Research findings, 2025

This program aims to bring children closer to literacy and libraries through an educational and fun approach. In addition, there is a "Library Visit Day" activity that is held regularly every month. However, institutionally, the library does not yet have librarians specializing in children's services. The interaction between librarians and children is quite good, even though structurally there is no specific role for

children's librarians. Librarians are still able to be friendly and assist children in activities and the use of collections. This can be seen from the ability of librarians to organize activities proposed by schools, kindergartens, and communities in order to facilitate children's learning activities, especially for students in the Kabupaten Bandung (Bandung Regency) area.

Based on the findings, a SWOT analysis was conducted on children's services at the Kabupaten Bandung Library by mapping the aspects studied, namely collections, facilities, children's programs and services, and interactions between librarians and child patrons:

The SWOT analysis reveals that children's services at the Kabupaten Bandung Library possess several notable strengths across key service dimensions. In terms of collections, the library provides a relatively comprehensive range of children's materials that are aligned with the developmental stages and interests of early childhood to adolescence. The use of the Dewey Decimal Classification system and the arrangement of collections on low shelves further enhance accessibility



Figure 1. Special Room for Children at the Kabupaten Bandung Library

Source: Research findings, 2025

for young users. Similarly, the facilities demonstrate significant strengths, as the children's area is spatially separated from the general reading space, creating a safe and comfortable environment. The availability of child-friendly furniture, play equipment, a small stage, and digital service systems supports the creation of an engaging literacy space. In addition, children's programs such as storytelling, coloring activities, recycling programs, and school visits indicate a strong commitment to educational and recreational engagement. Librarian-child interactions also show positive characteristics, with librarians demonstrating friendliness, communicative skills, and flexibility in responding to children's needs.

Despite these strengths, several weaknesses were identified that limit the effectiveness of children's services. The children's collection is dominated by Indonesian-language materials, while foreign-language resources remain limited and non-circulating. Furthermore, digital collections are still largely passive, as they are mainly displayed via television and are not independently accessible or interactive for children. Another critical limitation is the absence of inclusive collections and facilities designed for children with special needs. In terms of facilities, the lack of visual educational indicators and accessibility features reduces their pedagogical and inclusive value. Program implementation also shows weaknesses, as most activities depend heavily on external requests from schools or communities rather than being initiated and scheduled systematically by the library. Structurally, there are no librarians specifically assigned

to children's services, and not all staff have received professional training related to child-centered service provision.

The analysis also highlights several opportunities that can be leveraged to enhance service development. Collaboration with publishers, literacy communities, and educational institutions presents significant potential for enriching thematic and locally relevant collections. Advances in digital publishing and storytelling technologies provide opportunities to develop interactive e-books and child-friendly digital content. Support from government literacy programs and corporate social responsibility initiatives may also facilitate improvements in child-friendly facilities. In addition, partnerships with schools and community organizations can be expanded to strengthen program sustainability, while social media and digital platforms offer promising channels for program promotion and documentation. Professional training programs and national forums for children's librarians further create opportunities to improve staff competencies in serving young users.

At the same time, children's services face several external threats that may hinder long-term sustainability. Competition from more attractive commercial digital content, such as online games and video platforms, poses a significant challenge to children's engagement with library resources. Limited budgets threaten the regular updating of collections and the maintenance of facilities. The dependence on external parties for program implementation may affect continuity and consistency if partnerships are disrupted. Additionally, the absence of a formal structural position

for children's librarians may slow service development and weaken institutional focus on children's services. The heavy workload borne by general librarians also risks reducing the quality of interaction with child users, particularly during periods of high demand.

Overall, the SWOT analysis demonstrates that while children's services at the Kabupaten Bandung Library are supported by a strong foundation of collections, facilities, and human interaction, their development is constrained by structural, technological, and strategic limitations. The integration of internal strengths with available external opportunities provides a basis for formulating development strategies, particularly in strengthening inclusive collections, improving child-friendly and accessible facilities, establishing more structured programs, and professionalizing the role of children's librarians. These findings indicate that strategic and holistic service planning is essential to ensure the sustainability and effectiveness of children's services in responding to contemporary literacy and learning needs.

The SWOT analysis conducted previously describes the strengths, weaknesses, opportunities, and threats of four important aspects of children's services at the Kabupaten Bandung Library, namely collections, facilities, programs/activities, and librarian-child interactions. To ensure that the results of this analysis contribute significantly to service development, this section will describe the SWOT results in greater depth by aligning each SWOT element with the proposed practical strategies and discussing the theoretical

and practical implications of these findings.

Recent studies have emphasized that contemporary children's library services must adapt to digital transformation, inclusivity, and community-based engagement in order to remain relevant (Batubara & Prijana, 2024; Imani et al., 2024; Indrayani & Hidayati, 2023). These studies generally report that successful children's services are characterized by diverse collections, technology-supported programs, and librarians who are trained to facilitate child-centered learning environments. The findings of the present study are consistent with this body of literature, particularly in demonstrating the importance of child-friendly facilities and interactive programs in supporting literacy and engagement. However, unlike previous studies that primarily assess individual components of children's services, such as program effectiveness or user satisfaction, this research adopts a strategic and integrative perspective by evaluating four core service dimensions simultaneously, those are collections, facilities, programs, and librarian-child interactions. This approach provides a more comprehensive understanding of how these components function as an interconnected system within a public library context.

Furthermore, recent research has highlighted that service development in public libraries increasingly requires strategic planning frameworks that can translate evaluation results into actionable improvement models (Azwar, 2024; Imani et al., 2024; Quan et al., 2023). While these studies acknowledge the usefulness of SWOT analysis in organizational and service assessment, they do not specifically

apply it to children's services in a holistic manner. The present study extends this line of inquiry by demonstrating how SWOT analysis can be operationalized to generate structured SO, WO, ST, and WT strategies specifically for children's services. This represents a methodological contribution by adapting a strategic management tool to the unique characteristics of children's librarianship, where service quality is influenced not only by resources and infrastructure but also by developmental appropriateness and librarian-child interaction patterns.

While prior studies have tended to describe existing service conditions, the present research advances the discussion by linking service evaluation directly to strategy formulation. The integration of SWOT findings into practical development strategies offers an evidence-based model that bridges the gap between assessment and policy-oriented planning. This is particularly relevant in developing country contexts, where libraries often face resource constraints and require adaptable frameworks to prioritize interventions effectively.

Several recommendations for the future development of children's services for libraries begin with the collection. To improve children's resources and collections in library services, it is important to address existing strengths and weaknesses while taking advantage of opportunities and reducing threats.

In terms of strengths, the children's collection at the Kabupaten Bandung Library is relevant and adequate for early childhood to adolescence, and is organized using a child-friendly DDC classification

system and low shelves. To maximize these strengths, the library can implement an S-O (Strengths-Opportunities) strategy: collaborating with literacy communities, publishers, and local authors to develop thematic collections based on locality and contemporary issues relevant to the needs of today's children. This can strengthen the appeal of the collection and build a sense of connection between children and their local identity (Ikeshita, 2019).

Meanwhile, shortcomings such as limited foreign language collections and inclusive collections for children with special needs form the basis of the W-O (Weakness-Opportunities) strategy, which is to take advantage of opportunities for collaboration and digital technology to add interactive e-books and inclusive literature. Libraries can apply for special collection grants from donor agencies or initiate collection exchanges with other libraries. External threats, such as the onslaught of more attractive commercial digital media, can be addressed with an S-T (Strength-Threats) strategy, which utilizes the strength of collections and structured classification systems to develop more attractive digital formats (e.g., audiobooks or gamification).

A relevant W-T (Weakness-Threats) strategy is to develop collection acquisition policies based on the results of user needs assessments involving parents, school communities, and literacy activists. This can reduce the risk of collection stagnation while expanding the scope of information services based on actual user needs.

Libraries must continue to improve the diversity and relevance of children's collections through regular evaluation

and collaboration with publishers, local authors, and literacy communities. This collaboration can enrich collections with titles that are relevant to local culture and contemporary issues, while increasing community engagement (Ikeshita, 2019). In addition, foreign language collections, which are currently limited and cannot be borrowed, need to be developed to be more inclusive for multilingual children. Developing collections in foreign languages or regional languages that can be borrowed and creating collection exchange programs with other libraries can be effective strategies (Munshi & Ansari, 2020). On the other hand, passive digital collections can be modernized by adding interactive e-books, digital storytelling tools, or gamification elements to encourage digital literacy and active engagement among children (Goulding et al., 2018).

The children's service facilities at the Kabupaten Bandung Library are already good in terms of physical design and space separation, but there are still weaknesses such as a lack of educational visual elements and the absence of inclusive facilities for children with disabilities. Referring to the S-O strategy, the strengths of the room design and digital system can be strengthened with the opportunity for CSR support or local government literacy programs to create more interactive thematic learning zones.

The W-O strategy in this aspect can be realized by collaborating with inclusive communities or special needs educators to design sensory zones or quiet zones that can be used by all children. Such spaces have been proven to increase the participation of children with special needs (Ikeshita, 2019).

To address the threat of facility damage or limited maintenance funds, the recommended strategy is S-T, which is to create an educational system on facility utilization for parents and children and develop a simple visual guidebook to prevent improper use. On the other hand, W-T can take the form of a participatory maintenance program in which the community and parents are involved in a "care for children's spaces" campaign, so that the burden of management is not entirely borne by the institution.

Therefore, to improve the quality of children's spaces and facilities in libraries, several strategies are needed that focus on visual aspects, inclusiveness, and community involvement. Although the facilities owned by the Kabupaten Bandung Library are quite good, such as the availability of low shelves and comfortable seating, there is still a lack of educational visual elements and learning symbols. The addition of thematic decorations, educational posters, and child-friendly directional signs can create a more attractive learning environment (Xu et al., 2018). In addition, it is important to create special spaces for children with special needs, such as quiet zones and access to assistive technology. This supports the creation of a safe, inclusive environment that supports the emotional needs of children with disabilities (Ikeshita, 2019).

Findings show that current children's programs are diverse and of high quality, but their implementation is still reactive and dependent on external demand. In the S-O strategy, the strengths of flagship programs such as Torca Bedas can be expanded into a model for official annual

library programs integrated with the school education calendar in Kabupaten Bandung.

The W-O strategy can be implemented through program management training for librarians to develop and run sustainable children's programs without relying on external demand. On the other hand, opportunities from digital platforms can be used to create online-based programs such as virtual literacy classes, online reading challenges, or digital storytelling.

The S-T strategy in this area can take the form of a digital visual literacy campaign through the library's official YouTube channel to counter the threat of popular digital media, which often distracts children from reading activities. Meanwhile, the W-T strategy can take the form of developing SOPs for children's programs based on the results of surveys of children's and parents' interests, so that even if there is no external demand, the library can still organize targeted and popular programs.

Thus, to improve the effectiveness of children's service programs, libraries need to shift from a reactive approach to proactive planning. Although programs such as storytelling, coloring, and environmental activities are already available, dependence on external demand makes their implementation inconsistent. Developing a structured annual program calendar can increase continuity and user engagement. In addition, strengthening cooperation with schools, educational institutions, and cultural institutions can enrich program content while expanding the reach of children's literacy. Such collaboration allows for more effective resource sharing and program integration

with community education goals.

To broaden the program's impact, libraries need to utilize social media and digital platforms as tools for promotion and documentation. Channels such as Facebook, Instagram, or YouTube can be used to share documentation of activities, live broadcasts, or virtual programs, thereby reaching a wider audience. Furthermore, it is important for libraries to diversify their funding sources through grants or sponsorships from local businesses to ensure that these programs are sustainable and meet the needs of users. Regular program evaluation through surveys or feedback forums is also necessary to keep programs relevant and engaging. This approach helps tailor services to community expectations and increase long-term engagement.

Librarians at the Kabupaten Bandung Public Library have demonstrated a friendly attitude and the ability to establish good communication with children, even though structurally there are no librarians specifically assigned to children's services. This provides an opportunity to implement the S-O strategy, which is to leverage the current interpersonal strengths of librarians by providing them with the opportunity to undergo certified children's librarian training. This training can strengthen their ability to help children, especially in the context of inclusion and digital literacy development.

The most urgent W-O strategy is the establishment of a functional position for children's librarians with specific competencies. This is important to address existing structural weaknesses and open up opportunities to improve the quality of children's services in libraries.

The threat of excessive workload on general librarians can be minimized through the S-T strategy, which is to divide service time through a “children’s service hours” schedule, where librarians can focus on one type of patron. Meanwhile, a relevant W-T strategy is to advocate for internal policy to library management to review the HR structure and officially add the position of children’s librarian.

Based on SWOT analysis, to improve the quality of children’s services, libraries need to establish the role of specialized librarians trained in child development, emergent literacy, and effective communication strategies for children. The absence of specialized children’s librarians can affect service quality, so professional training and participation in children’s librarian forums are highly recommended (Hasan et al., 2023; Layden et al., 2021). In addition, workload management is also important for optimal interaction with children. One solution is to establish special children’s service hours where librarians can focus entirely on child users. Building a work culture based on collaboration and shared goals in children’s services can also increase librarian motivation and enrich the user experience (Guirguis & Alsheikh, 2023).

Based on the results of the SWOT analysis, various strategic recommendations have been formulated to support the development of children’s services at the Kabupaten Bandung Library in a more optimal and sustainable manner. These recommendations include strengthening relevant and inclusive collections, improving facilities that are child-friendly and supportive of learning, and managing programs that are more structured and

adaptive to user needs. In addition, professionalizing the role of librarians in children’s services is also an important aspect to ensure the quality of interaction and assistance that is appropriate for the child’s developmental stage.

Theoretically, this study expands the use of the SWOT framework in evaluating children’s services in public libraries, which was previously used more for general organizational studies or in a business context. By integrating SWOT analysis into the four main elements of children’s library services, this study shows that this approach can provide a strategic overview that can be applied in the development of services based on the needs of child users.

Furthermore, this study contributes to strengthening the literature on librarian involvement in child development-based services. Findings on the important role of professional librarians with specific child competencies can enrich academic discussions on the competencies of future librarians in an era of inclusivity and digital literacy.

Practically, the results of this study can be used by the Kabupaten Bandung Library as material for evaluation and strategic planning to develop children’s services in a sustainable manner. Concrete recommendations such as establishing children’s librarians, compiling an independent program calendar, and strengthening cooperation with local communities can be implemented immediately in the short and medium term.

For public libraries in other regions, the analysis model used in this study can be replicated to evaluate and develop comprehensive strategies for developing

children's services. In addition, this study also provides guidance to policy makers at the local government level to pay more attention to the needs of children's services in libraries as part of a strategy to develop community literacy.

The implementation of the strategies that have been developed is expected to address the various challenges identified in children's services and at the same time strengthen the position of libraries as inclusive, educational, and attractive spaces for literacy for the younger generation. With an approach that is oriented towards user needs, multi-stakeholder collaboration, and the use of technology, children's services can develop into a key element in building a culture of reading and lifelong learning, especially in the Kabupaten Bandung Library.

CONCLUSION

This study shows that library services for children at the Kabupaten Bandung Library and Archives Office are supported by a solid foundation in terms of collections, facilities, programs, and interactions between librarians and children. The findings indicate that children's services have a functional foundation in terms of collections, facilities, programs, and librarian-child interactions, yet they are constrained by structural and strategic limitations, particularly in inclusivity, program planning, and professional specialization. Through the application of SWOT analysis, this study demonstrates that strategic evaluation can be used not only to identify service conditions but also to generate structured and context-sensitive

development strategies for children's library services in a regional public library setting. The contribution of this study lies not merely in identifying strengths and weaknesses of children's services, but in demonstrating how strategic evaluation can inform sustainable service development aligned with current challenges, such as digital competition, inclusivity, and institutional capacity building. By situating its findings within recent scholarly discourse, this research reinforces the argument that children's services should be treated as strategic institutional assets rather than isolated program units. Consequently, this study enriches contemporary library and information science literature by offering a replicable analytical model for children's service development that combines empirical field data with strategic planning principles. This study has several limitations. Data were collected during a single field visit and involved only one librarian as the informant, which limits the diversity of perspectives and the depth of contextual variation. In addition, the study focused on one public library, thereby restricting the generalizability of the findings to other institutional contexts with different resource capacities and organizational structures. Future research is recommended to involve a broader range of stakeholders, including children, parents, teachers, and library managers, to capture more comprehensive perspectives on service effectiveness. Comparative studies across multiple public libraries are also needed to validate and refine the strategic evaluation model proposed in this study. Further research may integrate mixed methods or longitudinal designs to

examine the long-term impact of strategic service development on children's literacy engagement and library use.

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Author Contributions

Conceptualization, A.F.N, N.A.R, and A.N.N; Data curation, N.A.R; Formal analysis, A.F.N, and N.A.R; Investigation, A.F.N and N.A.R; Methodology, A.F.N; Project administration, N.A.R and A.F.N; Resources, A.F.N. and N.A.R; Supervision, H.S. and S.Y.R; Visualization, A.F.N; Writing - original draft, A.F.N, N.A.R. and A.N.N; Writing - review & editing, A.F.N and S.Y.R. All authors have read and agreed to the published version of the manuscript.

AI Declaration

The authors declare that artificial intelligence (AI) tools, such as ChatGPT (OpenAI) and Gemini, were used solely to assist with language editing, grammar correction, and improving the clarity of the manuscript, and were not involved in the study design, data collection, analysis, interpretation, or generation of scientific conclusions; all AI-assisted content was carefully reviewed and validated by the authors, who take full responsibility for the integrity and accuracy of the work.

Data Availability Statement

The data is available by request to the author.

Conflicts of Interest

The authors declare no conflict of interest.

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