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## Implications and Development Opportunities of the Container Library Program in Supporting Smart Society Development in Denpasar City

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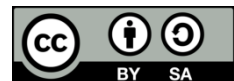
Reinventing Government

Smart Society

### ABSTRACT

This study addresses the limited optimization of public literacy spaces in supporting the realization of a smart society in Denpasar. Although container libraries have been introduced as innovative public facilities, their strategic implications and development opportunities in strengthening smart society indicators remain underexplored. Therefore, this research aims to examine the implications and identify the development opportunities of the container library program in supporting smart society development in Denpasar City. The study focuses on two container libraries, namely Janger Library at Taman Janggan Renon and Widya Kumara Library at Lapangan I Gusti Ngurah Made Agung, as urban public literacy spaces. A qualitative descriptive approach was applied. Data were collected through observation, in-depth interviews, and documentation, with triangulation techniques employed to ensure data validity. Informants were purposively selected and consisted of 12 participants, including government officials, library managers and librarians, volunteers, and service users. The analytical framework integrates the principles of Reinventing Government, catalytic, community-owned, results-oriented, and customer-driven, with smart society indicators, namely community engagement, learning, security, and creativity. The findings reveal that the container library program significantly strengthens public literacy services by transforming urban public spaces into inclusive learning environments that foster community interaction, reading habits, and creative literacy activities. The program also supports the introduction of basic digital literacy and the provision of safe, child-friendly public spaces through cross-sector collaboration. Furthermore, substantial development opportunities exist in integrating digital literacy initiatives, expanding cross-sector partnerships, replicating container libraries in other urban parks, and promoting child-friendly literacy tourism. Overall, the program demonstrates strategic potential in advancing smart society development through the synergy of high-touch public engagement and high-tech digital services.

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## 1. INTRODUCTION

The global development of smart cities increasingly emphasizes the use of technologies such as the Internet of Things (IoT), big data analytics, and artificial intelligence to address the challenges of urbanization, with a focus on secure, scalable solutions [1]. Nevertheless, Myeong et al. [2] stress that the success of smart city implementation is also strongly influenced by responsive and participatory governance through synergy among government, the private sector, and society. Gerli et al. [3] further highlight the importance of a human-centered smart city approach, ensuring inclusion and accessibility and reducing the digital divide. Komninos et al. [4] argue that smart city development should be based on a connected intelligence architecture that integrates the physical, social, and digital dimensions of cities. They emphasize that success and innovation in urban governance are not solely determined by technological adoption, but rather by strong connectivity and synergy among systems and stakeholders.

A smart society is one of the fundamental pillars of smart city development, as the success of digital transformation is not determined solely by technological advancement but also by the community's readiness and active participation in utilizing technology to create social value [5]. In this context, citizens are no longer merely service recipients but strategic partners in the process of public value creation through digital and social participation [6]. This shift encourages transformation across strategic sectors such as governance, the economy, education, and public services, with the primary goal of improving quality of life and achieving sustainability [7]. However, the use of smart technologies also presents challenges, including digital inequality, resistance to change, and the need for inclusive governance. To address these issues, various countries have developed national policies such as "Smart Thailand 2020," "Smart Africa," and the Society 5.0 initiatives in Japan and Europe, which emphasize integrating technology with human values [7], [8]. Japan's Society 5.0 places societal needs at the center of innovation, differing from earlier approaches that focused primarily on technological development. Its main focus is preparing society for an increasingly unpredictable future [9].

Literacy serves as a crucial foundation for building a smart society, encompassing not only basic reading and writing skills but also the ability to understand complex information for informed decision-making [10], [11]. The development of a smart society as part of the transition toward a smart city cannot be separated from efforts to enhance community literacy. Literacy today includes critical thinking skills, the ability to comprehend complex information, and the wise use of technology in decision-making processes [12]. Literacy is no longer limited to basic reading, writing, and numeracy; rather, it is a dynamic competence that involves understanding, interpreting, and communicating information in an ever-evolving digital world. Literacy evolves alongside technological progress, encompassing digital literacy, media literacy, global citizenship, and workforce skills, and forms part of lifelong learning [13]. Twenty-first-century literacy includes reading, writing, critical thinking, technology use, and visual expression. To enable individuals to function globally, educational institutions must be supported by adequate facilities and competent educators, while governments must provide transformative literacy approaches [14]. Literacy in

education has evolved through various conceptual approaches and shifts in perspective. It is influenced by social, cultural, linguistic, and philosophical factors and offers new directions for development in both local and global contexts [15].

Two indicators of the literacy level of the Denpasar City community are the Reading Interest Level (TGM) and the Community Literacy Development Index (IPLM), as presented in the Tables.

Table 1. Reading Interest Level (TGM) of Denpasar City

Year	TGM	Category
2022	63.97	Moderate
2023	71.34	Moderate
2024	83.38	High

Source: National Library of the Republic of Indonesia [16]

Table 2. Community Literacy Development Index (IPLM) of Denpasar City

Year	IPLM	Category
2022	89.90	High
2023	71.92	Moderate
2024	76.11	Moderate

Source: Wahana Duta Utama [17], National Library of the Republic of Indonesia [16]

Based on data from the National Library of the Republic of Indonesia, the TGM index of Denpasar City shows an increasing trend over the past three years. In 2022, the score was 63.97 (moderate category), rising to 71.34 in 2023 (moderate), and reaching 83.38 in 2024 (high). Meanwhile, the Community Literacy Development Index (IPLM) exhibits a fluctuating pattern. Although the IPLM score in 2022 was relatively high at 89.90, methodological anomalies warrant careful consideration. Analysis of official National Library documents indicates that using provincial and district/city ratios as divisors in the IPLM calculation may introduce bias, particularly in regions with extreme population density—either very dense or very sparse. Disproportionate divisors can, in statistical terms, generate high index scores even when the actual literacy conditions are not aligned. Therefore, the interpretation of the 2022 IPLM achievement should be conducted critically, considering methodological aspects and calculation contexts to avoid misjudging Denpasar's literacy conditions.

The IPLM score declined sharply in 2023 to 71.92 and, despite a slight increase to 76.11 in 2024, remained within the moderate category. The IPLM measures literacy development using secondary data and reflects the contribution of various types of libraries to lifelong learning and community literacy enhancement. The index is constructed based on seven main indicators: distribution of library services, adequacy of collections, number of library personnel, daily visitation rates, compliance with development standards, community participation in outreach activities, and the number of library members. IPLM data thus provide an overview of the quality and distribution of literacy services available to the community.

The TGM and IPLM data indicate that although reading interest among the community tends to increase, the development of a comprehensive literacy ecosystem has not yet been optimal. The imbalance between rising reading interest and ecosystem development suggests

that adequate infrastructure and service systems do not fully support literacy. Literacy improvement cannot rely solely on reading interest; it must also be supported by the availability of quality reading materials, equitable access to services, and the active involvement of various stakeholders in fostering a literacy culture. Therefore, effective and sustainable strategies are required to enhance community literacy as a foundation for developing high-quality human resources in Denpasar City.

Public service transformation in Indonesia increasingly emphasizes innovation, efficiency, and responsiveness to community needs. In this context, the public entrepreneurship approach is relevant as a strategy to reform bureaucracy and improve service quality. A key milestone in this transformation is Osborne and Gaebler's book *Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector* (1992), which emphasizes the need for governments to be more innovative, flexible, and results-oriented [18]. In the context of literacy and information access, one public service innovation aligned with the spirit of *Reinventing Government* is the container library.

The Denpasar City Government, through the Denpasar City Library and Archives Office, has demonstrated its commitment to enhancing community literacy by leveraging public service innovation to establish container libraries, which are expected to expand public reading access in strategic, inclusive open spaces. This innovation represents a tangible application of *Reinventing Government* principles within the framework of smart society development. First, catalytic government, where the government no longer acts as the sole service provider but as a facilitator that fosters a literacy culture. Second, community-owned government, positioning the community as both owners and co-managers of literacy spaces. Third, a results-oriented government with success indicators focused on literacy impact rather than merely on the number of facilities. Fourth, customer-driven government, ensuring that container library services meet community needs, comfort, and satisfaction.

In 2023, the Denpasar City Library and Archives Office placed a semi-container library at Taman Janggan Renon, and in 2024, a container library was established at I Gusti Ngurah Made Agung Field near the Child-Friendly Play Area (RBRA) of Denpasar City. This approach reflects a high-touch strategy that brings literacy resources closer to centers of social activity, particularly for children and families. Simultaneously, Denpasar has developed high-tech services through the *Pustaka Jaya* application, which offers thousands of digital collections accessible free of charge at any time. The synergy between high-tech (digital applications) and high-touch (container libraries in public spaces) demonstrates Denpasar's efforts to build an inclusive, flexible, and sustainable literacy ecosystem.

The presence of container libraries also reflects the implementation of smart society principles, characterized by communities actively creating and sharing social value through knowledge, shared spaces, and social networks. The smart society concept is an evolution from technology-centered smart city approaches toward empowered, collaborative, and knowledge-based communities. In this approach, technology is not the sole determinant; literacy, social collaboration, and access to knowledge serve as the main pillars of inclusive and equitable smart city development. Therefore, container libraries can be viewed as a form

of non-digital intervention that supports the formation of an adaptive and competitive smart society.

This combination of innovations not only supports increased reading interest but also represents a tangible implementation of a smart society in Denpasar. In this concept, the community is no longer positioned merely as service recipients, but as active agents in creating and sharing social value through knowledge spaces, both physical and digital [19], [20]. This research is important for examining the challenges and opportunities of the container library program in supporting the development of a smart society in Denpasar City. By understanding these dynamics, it is expected that effective policy strategies can be formulated to strengthen the role of container libraries as a pillar of community literacy development in the smart city era.

As a comparative foundation, this study reviews several previous studies related to the research topic. Ngozi et al. [21] discuss challenges in **managing smart libraries in developing countries**, including limited **digital infrastructure**, low ICT skills among librarians, and a lack of sustainable partnerships. Proposed solutions include infrastructure improvement, training, and cross-sector collaboration. Shaffiyah et al. [22] The findings highlight the importance of integrated public service systems in addressing urban challenges and promoting gradual, equitable smart city development. Aldabbas et al. [23] argue that Society 5.0 may not occur automatically and may introduce new social, economic, and political inequalities **at both local and global levels**. It emphasizes **the need for critical and interdisciplinary approaches**, including citizen science and smart education, as strategic pathways toward sustainable and inclusive super-smart societies. Pangestuti et al. [24] identify four priority variables in developing a smart society: community, learning, security, and creativity. Syah et al. [25] demonstrate that the Society 5.0 era transforms human–technology relationships, positioning technology as a philosophical element in fulfilling individual needs. It also warns that without proper direction, such developments may trigger social fragmentation. In Indonesia, Society 5.0 implementation began with smart city pilot projects in major cities, emphasizing technological development and human resource character-building as the foundation of a smart society. Rahmawati & Nugroho (2021) [26] The Gerbang Hebat Program was implemented through three main initiatives: Thematic Villages, e-Warung KUBE, and the Mental Revolution Ambassador House (RDRM) as forms of smart society implementation. Program sustainability requires commitment from all stakeholders, including local government agencies, the private sector, and NGOs, supported by accurate data and community participation. Key challenges include limited human resources and the need for evaluation indicators, while supporting factors include clear policies, inter-agency coordination, and a conducive environment. Based on these research objectives, his study aims to describe the implications and identify the development opportunities of the container library program in supporting the development of a smart society in Denpasar City.

## 2. METHOD

This study employs a **descriptive qualitative approach** grounded in a **post-positivist/interpretive paradigm**. This method is chosen to obtain **an in-depth, contextual understanding of the container library program phenomenon** in support of the development

of a *Smart Society* in Denpasar City. The research location focuses on two container libraries in Denpasar City, namely the Container Library at Taman Janggan (Janger Library) and the Container Library at I Gusti Ngurah Made Agung Field (Widya Kumara Library). These locations were selected because they are the only container libraries operating in Bali Province, making them relevant research sites for obtaining representative empirical data on the implementation of the container library program.

The research informants were selected using a purposive sampling technique, based on their relevance, competence, and direct involvement in the container library program in Denpasar City. The informants comprised policymakers, managers, technical implementers, facilitators, literacy volunteers, and community members as service users. The composition of 12 informants enabled the researcher to obtain comprehensive and balanced data from policy, operational, and user experience perspectives, thereby supporting an in-depth understanding of the phenomenon under study.

The data collection techniques in this study employ triangulation, which includes observation, interviews, and documentation. Observation is conducted to obtain a direct understanding of activities, operations, and the utilization of container libraries. Interviews are used to explore in-depth information from informants involved in the management and use of container library services. Meanwhile, documentation complements and strengthens the data by examining archives, official documents, and other relevant written sources. The combination of these three techniques enables the researcher to obtain comprehensive, valid, and contextually relevant data in line with the research objectives.

The data analysis technique in this study employs systematic, iterative descriptive qualitative analysis. The analysis process follows several stages, including data collection, data reduction, data presentation, and conclusion drawing and verification. Data obtained through interviews, observations, and documentation are selected, classified, and focused on the research objectives, then presented in the form of narratives, tables, or diagrams to facilitate understanding. The final stage of analysis involves in-depth interpretation of the data to produce valid and credible conclusions regarding the effectiveness of the container library program, the challenges encountered, and opportunities for its future development.

### 3. RESULTS AND DISCUSSION

#### 3.1 Result

##### Implications and Opportunities of the Container Library Program in Realizing a Smart Society in Denpasar City

Based on field observations, the container libraries in Denpasar City have provided access to digital literacy services through QR codes linked to the *Pustaka Jaya Digital Library*, which are placed on service desks. The presence of these QR codes reflects efforts to integrate digital services, enabling users to access library information and services independently on their personal devices. This finding indicates both implications and development opportunities for strengthening a smart society through the container library program.

Overall, the results of this study demonstrate that the Container Library Program in Denpasar City has direct implications for strengthening literacy services in public spaces

while simultaneously opening opportunities for further program development to support smart society initiatives. These implications and opportunities are analyzed through four indicators: community, learning, security, and creativity, based on interview findings and supporting data, including records of collaborative activities, service utilization data, operational documents, and direct observations of digital literacy services.

### **Community: Implications for Strengthening Social Interaction and Opportunities to Expand Citizen Participation**

The findings reveal that container libraries function as public spaces that foster social interaction among urban residents. The program is not merely a book-lending service but an open public space designed to encourage community participation and collaboration. The strategic placement of container libraries in family-friendly public areas has facilitated engagement from schools, community groups, volunteers, and other stakeholders. This openness has contributed to increased community involvement and a more vibrant public learning environment.

However, the study also highlights the need for sustainable partnerships due to limited government resources. While the local government provides initial infrastructure, collections, and operational support, long-term sustainability depends on collaboration with schools, communities, universities, and civil society organizations. Documentation of collaborative activities confirms that container libraries have been utilized as shared public spaces for literacy programs, child assistance activities, and community capacity-building initiatives.

Denpasar's role as a governmental and educational hub presents significant opportunities to expand community-based literacy programs. Strengthening routine and consistent activities, supported by clear schedules and active partnerships, is viewed as a realistic strategy to maintain stable community participation. Additionally, integrating programs with local social agendas and culturally relevant content can enhance residents' sense of ownership and attachment to the container libraries.

### **Learning: Implications for Reading Habituation and Opportunities to Strengthen Digital and Local Content Literacy**

In the learning dimension, the container library program fosters reading habits in public spaces while introducing digital literacy as an entry point to library services. Users are encouraged not only to read physical books but also to explore digital collections with librarian guidance. This dual approach has helped cultivate new literacy practices among the community. Nevertheless, implementing digital literacy requires clear boundaries to ensure that technology use remains aligned with educational objectives rather than entertainment. This finding underscores the importance of regulated digital access, particularly in child-friendly public spaces.

The program holds strong potential to serve as a gateway for basic digital literacy training. Another strategic opportunity lies in developing and digitizing local content for integration into the city's digital library system. By enabling residents to access local

knowledge and cultural materials on mobile devices, the container library can reinforce contextual learning without requiring on-site full-scale digital infrastructure.

### **Security: Implications for Safe Space Governance and Opportunities for Preventive Security Strengthening**

The security dimension reflects the establishment of safe public space governance through cross-sector coordination and responsive operational mechanisms. Safety is maintained through collaboration with park management, municipal security officers, and local communities, supported by internal communication channels that enable rapid reporting and incident response. Preventive security practices are evident in spatial layout design, clear user flow management, routine facility checks, and community-based social supervision. Policies limiting excessive gadget use, particularly for children, further reinforce a child-friendly and secure literacy environment.

Opportunities for improvement include enhancing physical comfort—such as additional seating and weather protection to strengthen users' sense of safety and convenience. The study also identifies the potential for data-driven security and comfort evaluations through visitor satisfaction surveys, reducing reliance on subjective assessments. Furthermore, the existing rapid reporting mechanism can be formalized within a broader risk management and preventive security framework.

### **Creativity: Implications for Diversifying Literacy Activities and Opportunities to Strengthen Program Communication**

The creativity indicator shows that container libraries serve as platforms for diverse, interactive literacy activities that extend beyond conventional reading practices. Activities such as storytelling, drawing, traditional games, thematic discussions, and creative workshops have transformed the container libraries into dynamic cultural and learning spaces. These initiatives also facilitate engagement with local writers, artists, academics, and creative communities, thereby connecting literacy with local knowledge and creative industries. Documentation of creative activities confirms that container libraries function as spaces for creative production, exhibitions, and cultural introduction, supported by multi-stakeholder collaboration.

Future opportunities include strengthening program visibility through public communication channels, such as government media, radio, television, and social media platforms. The findings emphasize that container libraries act as supporting systems whose vitality depends on active community involvement. Additionally, the development of local digital content previously identified in the learning dimension can further enhance program creativity by reinforcing the container library's identity as a hub of urban knowledge and cultural expression.

In conclusion, the study demonstrates that the Container Library Program in Denpasar City contributes significantly to the development of a smart society by strengthening social interaction and participation (community), fostering reading habits and introducing digital literacy (learning), ensuring safe and child-friendly public spaces through coordinated governance (security), and diversifying creative literacy activities (creativity).

Simultaneously, future development opportunities lie in strengthening consistent partnerships, integrating digital literacy with local content, enhancing preventive security mechanisms through network-based coordination, and expanding program dissemination through public communication channels and social media.

### 3.2 Discussion

#### **Analysis of the Implications and Opportunities of the Container Library Program in Realizing Smart Society Development in Denpasar City**

The research findings indicate that the Container Library program in Denpasar operates as a public service innovation that combines high touch (physical containers located in public spaces) and high tech (digital service access, such as *Pustaka Jaya*), thereby forming an inclusive and flexible literacy ecosystem. This is consistent with the notion that a smart society represents an evolution from a technology-centered smart city toward a more empowered, collaborative, and knowledge-based society, in which literacy, social collaboration, and access to knowledge serve as pillars of inclusivity. Observational findings, such as the use of QR codes/barcodes for *Pustaka Jaya*, reinforce the direction of integrating digital services to strengthen learning and information access. Theoretically, the analysis of the implications and opportunities of this program is linked to two frameworks: the smart society indicators (community, learning, security, and creativity) and the Reinventing Government framework, which, in this study, is limited to four aspects—catalytic, community-owned, results-oriented, and customer-driven [27].

#### **Community: Implications for Strengthening Social Interaction and Opportunities to Expand Citizen Participation**

In the operational definition of this study, *community* refers to the level of public involvement in using container library services. Research findings on collaboration with schools, communities, and volunteers, as well as on the continuity of activities, can be seen as evidence of strengthened literacy-based social networks. Container libraries function as public spaces that stimulate interaction and citizen engagement around urban activity centers, positioning literacy as a living social practice rather than merely a book-lending service.

The strengthening of the community dimension is most closely related to two aspects. First, *catalytic government*, in which the government acts as a facilitator, opening space for literacy collaboration through joint activities with communities. Second, *community-owned government*, where the involvement of citizens and partners reinforces a sense of collective ownership in the utilization of container libraries.

In terms of opportunities, the findings indicate the need to institutionalize collaboration to make it non-incident. This may be achieved through consistent scheduling, clear division of partner roles, and the design of sustainable, long-term activities. This aligns with Pangestuti et al. [24], who identify community as a priority variable of smart society alongside learning, security, and creativity. In addition, Rahmawati and Nugroho [26] emphasize that smart society implementation at the city-program level requires clear activity design and program organization to enable cross-actor execution. Opportunities for

strengthening networks are also relevant to the pentahelix partnership model, which highlights multi-stakeholder collaboration as a key driver of community participation and program sustainability.

### **Learning: Implications for Reading Literacy Habituation and Opportunities to Strengthen Digital Literacy and Local Content**

In this study, *learning* is operationally defined as the function of container libraries as non-formal learning centers that support the enhancement of public literacy through physical services. The findings suggest that container libraries have strengthened access to non-formal learning in public spaces, thereby expanding learning opportunities beyond formal education pathways. Another implication is that habituating reading literacy in public spaces can serve as an entry point for user groups previously less reached by conventional library services, as services are located at activity nodes and encourage spontaneous engagement.

At the same time, the findings indicate that strengthening digital literacy cannot be positioned merely as an expansion of technological access without control, but instead requires guidance and regulation to ensure that literacy remains the core objective. Therefore, learning within the container library context is best understood as a gradual process, starting with reading habituation, followed by an introduction to basic digital literacy, and strengthening access to service-related information tailored to user characteristics and public space contexts.

From the Reinventing Government perspective, learning strategies through literacy assistance and gradual digital service development are closely aligned with customer-driven government, as services must be designed to meet user needs, comfort, and satisfaction, with guidance and limitations to prevent digital literacy from shifting toward mere entertainment. Learning strategies are also associated with *results-oriented government*, as success should be measured by the impact on literacy habituation and expanded learning access rather than merely the presence of facilities.

Future opportunities for strengthening learning include reinforcing literacy assistance schemes—especially for users unfamiliar with digital services—by developing measurable, phased digital services ranging from access to collections and service information to content enhancement, and by strengthening local content through digitization and integration with city digital library services. This ensures that learning is oriented not only toward access but also toward strengthening local knowledge. Comparatively, this direction aligns with the literature on smart libraries in developing countries, which emphasizes limitations in human resource capacity, governance, and operational support, thereby underscoring the importance of gradual strategies and capacity building to ensure innovation stability [21], [26] findings on the need for clear program design for sustainability are also relevant, as learning requires consistent program rhythms and implementer support to avoid fluctuating outcomes.

## **Security: Implications of Safe Space Governance and Opportunities to Strengthen Preventive Security**

Within the smart society framework, *security* is operationally defined as the social and environmental conditions in container libraries that ensure safety and comfort for all visitors, including children. Findings related to coordination with surrounding environments, rapid response mechanisms, rule implementation, and internal reporting systems indicate the formation of social trust in public literacy spaces. When spaces are perceived as safe and comfortable, citizens are more willing to visit and engage in repeat visits.

When linked to Reinventing Government, the discussion of security highlights the risk that managing public spaces may shift program focus away from literacy impact toward merely maintaining operations. Therefore, the *results-oriented government* principle encourages strengthening performance indicators to ensure services remain focused on literacy outcomes rather than on operational routines alone. The study also positions physical comfort as part of security, aligning with *customer-driven government*, as comfort directly affects whether citizens feel safe, stay longer, and return to use services.

In terms of opportunities, findings such as strengthening physical comfort, data-based evaluation, standardization for replication, and risk management through reporting can be positioned as reinforcing the four principles: *catalytic* through coordination that stimulates cross-sector collaboration; *community-owned* through citizen support and involvement; *results-oriented* through ensuring service continuity while maintaining outcome orientation; and *customer-driven* through attention to comfort as a core element of user experience. Connections to previous studies further strengthen this analysis. Pangestuti et al. [24] identify security as a priority variable in the development of a smart society, positioning safety and comfort as core strategies rather than supplementary aspects. Rahmawati and Nugroho [26] also emphasize that the sustainability of the smart society program requires evaluation support and success indicators, aligning with opportunities to strengthen security through surveys, satisfaction indices, and incident records as a basis for preventive improvement and decision-making.

## **Creativity: Implications of Literacy Activity Diversification and Opportunities to Strengthen Publication and Communication Channels**

Within the smart society framework, *creativity* is operationally defined as the innovative expression of communities, whether in the form of programs, outputs, or adaptive uses of container spaces [24]. The implications of creative, thematic, and interactive activities include expanding literacy experiences within container libraries. Literacy is no longer limited to reading, but emerges as an expressive and participatory learning practice through creative production, training, discussions, and educational games. This suggests that container libraries are beginning to function as literacy-activation spaces, vibrant non-formal learning environments that integrate knowledge, social interaction, and creative expression, thereby contributing more substantially to smart society development than merely providing collections.

Another implication is that program creativity drives interest in visiting and participation, as diverse activities enhance relevance and prevent monotony. However, this

also indicates that creativity sustainability depends heavily on consistent program management and the ability to maintain activation rhythms, so that innovation does not remain sporadic.

When linked to Reinventing Government, challenges in the creativity dimension highlight low program visibility and limited publication. Under *a customer-driven government, citizen engagement is difficult to achieve when information on space functions, schedules, and activity variety is not clearly communicated, suggesting opportunities to improve service communication aligned with user information needs*. From the *catalytic government* perspective, the government needs to strengthen its role as a facilitator and orchestrator of the creativity ecosystem through consistent communication strategies, ensuring that both physical and program innovations position container libraries as urban literacy hubs rather than temporary stopovers.

Based on these findings, opportunities to strengthen creativity logically include cross-channel promotion, expanding participation reach, reinforcing program identity, making container libraries easily recognizable as literacy spaces, and curating thematic programs that encourage repetition and continuity of innovation. These efforts are crucial to ensure that collaboration and innovation evolve into predictable, sustainable routines rather than isolated events. Connections with previous studies further reinforce these opportunities. Pangestuti et al. [24] identify creativity as a priority variable in the development of a smart society, and position program diversification and social innovation in public spaces as substantive contributions. Ngozi et al. [21] also highlight challenges in smart libraries, including limited partnerships and the need for supportive governance, reinforcing the argument that program creativity requires organizational capacity and sustainable partnership networks to prevent innovation from remaining short-lived.

Overall, the identified implications and opportunities indicate that container libraries in Denpasar can be understood as a form of social intervention in public spaces (high touch) combined with digital access (high tech), thereby building an inclusive and sustainable literacy ecosystem. Smart society emphasizes a shift from purely technology-centric smart cities toward more collaborative, knowledge-based communities, making public literacy strengthening through container libraries a relevant form of non-digital intervention with tangible social impact. At the same time, the Reinventing Government perspective highlights governance in which government acts as a facilitator (*catalytic*), promotes citizen ownership (*community-owned*), maintains impact orientation (*results-oriented*), and ensures positive user experiences (*customer-driven*).

#### 4. CONCLUSION

Based on the research findings, this study affirms that the Container Library Program in Denpasar represents a strategic public service innovation that strengthens the foundation of a smart society by repositioning literacy spaces as collaborative, inclusive, and community-driven environments. The main findings highlight that the program not only expands access to reading materials but also stimulates social interaction, encourages participatory learning, and supports creative community engagement within urban public spaces. Among the smart society dimensions examined, the learning aspect serves as the

pivotal determinant of the sustainability and overall coherence of community participation, creativity development, and public space governance.

From a theoretical perspective, this research suggests that integrating Reinventing Government principles with smart society indicators provides a relevant analytical framework for assessing literacy-based urban innovations. Practically, the study underscores the importance of strengthening human resource capacity, structured literacy facilitation, and adaptive digital integration to enhance program impact and long-term sustainability. This research is limited to two container library locations and uses a qualitative descriptive approach, which may not fully capture quantitative impacts, such as measurable literacy gains or long-term behavioral change. Contextual factors specific to Denpasar may also limit broader generalization.

Future research is recommended to incorporate mixed-method or longitudinal designs to measure literacy outcomes, digital inclusion levels, and social impact more comprehensively. Comparative studies across different cities would also enrich policy insights. For the general public, this study contributes by offering a model of community-based literacy innovation that demonstrates how accessible public spaces can foster inclusive knowledge ecosystems and strengthen civic participation in the smart city era.

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