



Optimizing the Effectiveness of Memorandums of Understandings through Omnichannel Marketing Strategies: Insights into Innovation and Sustainability in Sri Lankan Higher Education Partnerships

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Abstract

This research aims to investigate the application of omnichannel marketing technology in the improvement of memorandums of understandings for Sri Lankan universities and professional institutions specializing in business, management, and marketing. Evaluating the role of omnichannel marketing technologies in the context of innovation and sustainability, the research seeks to address the research gap lies in the lack of empirical studies exploring how omnichannel marketing strategies can optimize the effectiveness of memorandums of understandings in Sri Lankan higher education partnerships, particularly in enhancing visibility, engagement, and sustainability. The study employs a qualitative content analysis approach to analyze ten MOUs, focusing on the role of omnichannel marketing in web content, social media posts, and other advertisements to enhance the effectiveness of higher education partnerships in Sri Lanka. The objectives involving cooperation goals, marketing networks, and audience are examined to state, how these strategies enhance the relationship between universities and professional organizations as innovation and sustainability in higher education partnerships. Omnichannel marketing technologies facilitate interaction and sustainability as they make content more innovative, effective for the audience and visible. In this vein, the study identifies that the joint marketing awareness that involves co-branding in content and the use of pooled resources aligns the strengths of the universities and professional institutions in the realization of MOUs. Using personal pages in social networks, emails, sites, blogs, and live meetings, it is possible for the Sri Lankan universities and organizations to attract the potential learners, enhance partnership, and foster program implementation. From the research, such strategies are found to be instrumental in fostering sound strategic partnerships that foster sustainable and competitive forms of practice in HEPS. Future research should explore cross-country comparisons and longitudinal studies to validate findings and refine strategies.

Keywords: *Higher Education Partnerships, Innovation, Memorandums of understandings, Omnichannel marketing, Sri Lankan universities, Sustainable practices.*

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Introduction

Memorandums of Understanding (MOUs) between universities and professional organizations play a critical role in establishing structured partnerships that yield mutual benefits. In the context of Sri Lankan higher education, these agreements facilitate collaboration in education, research, and business initiatives (Shapiro et al., 2023). Omnichannel marketing is defined as an integrated approach that connects multiple communication and service channels to provide a seamless, consistent, and personalized experience for users. This strategy ensures that all interactions, regardless of the medium, are interconnected and support a unified customer journey (Aker et al., 2021). However, the effectiveness of MOUs can be significantly enhanced through the application of omnichannel marketing strategies, which integrate multiple communication channels to deliver a cohesive and engaging message to stakeholders (Hänninen et al., 2021). Omnichannel marketing, characterized by its seamless integration of online and offline platforms, offers a unique opportunity to amplify the visibility and impact of MOUs in HEPs (Aker et al., 2021). This partnership also increases the efficiency and usefulness of education and thus makes it more relevant in the marketplace (Vaikunthavasan et al., 2019).

Integrated communication and marketing channel that are multi-channel in nature have become vital especially due to advanced technology. To be specific the following strategies help the organizations to continue the message to the targeted audiences in a coherent manner (Mirzabeiki & Saghiri, 2020; Saghiri & Mirzabeiki,

2021). In the case of universities and professional organizations, omnichannel marketing has the potential to enhance the prominence of its marketing cooperative endeavours. In this way, these strategies assist in making the most of the partnership pointed by MOUs, due to the fact that all the benefits derived from them are spelled out to the stakeholders (Li et al., 2023).

This study has also established that the use of omnichannel marketing strategies to the MOUs will help boost the success of such agreements. This makes the use of coordinated communication strategy essential for universities and professional organizations in the promotion of the HEPs as well as in marketing the HEPs to other potential collaborators. At the same time, it also helps formalize and further develop the existing partnerships, which means that MOUs are not just documents that are signed once and placed in a drawer, but living working documents for future collaboration on multiple levels.

Omnichannel marketing technology plays the role of a driving force of innovation, especially in sustainable technologies, which strengthen competitiveness and sustainability through strategic collaboration through MoUs signed between universities and other professional institutions. Such affiliations often result in developing organizational collaborations aimed at delivering consistent and appealing customer experiences on diverse channels including e-sources and face-to-face outlets (Vhatkar et al., 2024). Thus, the application of omnichannel marketing logistics enables universities and institutions to come up with innovative technologies that enhance

both efficiency of the marketing campaigns as well as the presence of a unified key message. This kind of work in collaboration is effective in improving on the effectiveness of the marketing campaigns and also creates an innovation where new technologies and methodologies are searched and implemented.

Besides, omnichannel marketing technologies contribute to sustainability through increasing such aspects as competitiveness due to better utilization of available resources and environmental impact (Vhatkar et al., 2024). For instance, supply chain processes and manufacturing can be enhanced by the use of ICT and big data to reduce raw material wastage due to poor consumers' buying behavior. When the universities and professional institutions enter into an MoUs they engage in collaborative efforts that integrate these sustainable technologies into their selling strategies. It also enhances ecological culture compatibility besides encouraging the expansion of sustainability in many other fields of practice. Thus, these agreements provide a great means to maintain such collaborations as they contribute to further development of competitive advantage and sustainability in the business environment. Research on MOUs highlights that while many universities establish partnerships with professional organizations, a significant proportion struggle to achieve measurable outcomes in terms of student engagement or institutional collaboration (Shapiro et al., 2023). Research indicates that while many universities in Sri Lanka have established MOUs with professional organizations, a significant proportion struggle to achieve measurable

outcomes in terms of student engagement or institutional collaboration (Vaikunthavasan et al., 2019).

The objectives of this study are twofold as a preliminary step to identify Sri Lankan universities current level of implementing omnichannel marketing strategies in their signed MOUs with professional organizations and to refine strategy for future use. Some of the questions of interest in this research include the following; (1) How are Sri Lankan universities currently implementing omnichannel marketing strategies in their MOUs with professional organizations? (2) What strategies can be adopted to improve the efficiency of MOUs in the future?. Through the answers to these questions, the study expects to contribute towards ways of enhancing the role of MOUs to foster collaboration in higher learning institutions in Sri Lanka.

Thus, this study aims to investigate how omnichannel marketing strategies can optimize the effectiveness of Memorandums of Understanding (MOUs) in Sri Lankan higher education partnerships, identify and evaluate innovative strategies that enhance the sustainability and competitiveness of these partnerships and provide actionable recommendations for universities and professional organizations to leverage omnichannel marketing in promoting MOUs.

Literature Review

Past studies on MOUs in community-engaged scholarship (CES) has identified a critical gap in knowledge of the integral parts and the controversies associated with the MOU process. Shapiro et al. (2023) give details about

the issues that arise whenever an organization develops and sustains MOUs pointing at the differences in aspects such as trust development, the formal procedure and institutional framework. While they offer little guidance to established scholars, their findings include recommendations for new scholars such as MOUs should describe as much as is reasonable to expect, MOUs should work for both parties on shared principle and MOUs should build on and improve research. Taking the discourse further about MOUs, Alam et al. (2022) specifically analyze them in relation to collaboration between guideline groups. Both their study when they included an international panel and the current study used a modified Delphi technique to develop and improved version of the draft MOU resource that included items such as scope, leadership, methods, and dissemination of research. Some of the implications include the following; the study implies that more structured and better outlined MOUs can help minimize situations where cooperation paired with confusion and general inefficiency plagues understanding of guideline development.

Moving to the effects of omnichannel approaches, Saghiri & Mirzabeiki (2021) focus on how management of flows generated by omnichannel could improve effectiveness. It is found that for enhanced adaptability they have carried out their study on 17 British companies and the need to enhance the horizontal, vertical and total integration. Some of them claim that the best approaches for omnichannel implementation are critical in terms of amplifying MOUs by integrating data management and governance, and thereby improving overall system

efficiency and cohesiveness. In the study of Akter et al. (2021), omnichannel marketing is also considered not only in retail or services industry, pointing to the fact that its importance increases in various fields, including education. Based on their work, businesses should embrace the synchronization of the online and offline domains to sustain their competitiveness and to improve customers' experiences. This kind of integration presents a single platform that ensures improved value in the multiple industries. In the same vein, Hänninen et al. (2021) underscore the change of the retail industry since the early 1990s through the influence of technologies. Thus, they emphasize, based on the available academic research on omnichannel strategies, similar approaches are required in the sphere of education. They suggest potential research studies for the further identification of which of these strategies can be suited to education with regards to the sector's growing importance. Mirzabeiki & Saghiri (2020) take the company of choice into the journey of how sectors like clothing and FMCG can improve their omnichannel endeavours.

Some of them focus on the issues and suggest ideas on the optimal approaches towards data management and utilization. Based on their study, they identify a noticeable research direction by highlighting the fact that this kind of strategies would require more extensive investigation to be applied in the context of the education sector due to its potential for giving rise to specific educational challenges and opportunities. Mishra et al. (2022) examine the impact of omnichannel integration on consumer patronage intentions with specific emphasis on the

empowerment and satisfaction dimensions. In their research, integrating the context of 336 young Indian consumers, they illustrate that integration of online and offline has a direct positive impact on the patronage intentions and is also a mediator through a positive enhancement of empowerment and satisfaction. They recommend studying the same pattern in the partnerships in higher education in order to increase the educational impacts.

Recently, Xuan et al. (2023) examine the study of the banking sector and evaluates the relationship between perceived integration quality, perceived fluency and assurance quality and customer experience as well as brand loyalty. In the particular research they involved 1,547 subjects and by doing so it was established that integration boosts up the consumer satisfaction where the physical media have a considerably higher influence than the online media. In line with this, Hossain et al. (2020) have formalized a higher order model of integration quality where, they note that there is higher cross buying tendency and customer value in higher integration quality, thus again supporting the significance of channel integration in marketing management strategies.

This study makes significant theoretical and practical contributions to the field of higher education partnerships. Theoretically, it advances the understanding of how omnichannel marketing can optimize MOUs by integrating multiple communication channels to deliver a cohesive message (Hossain et al., 2020). Practically, it provides actionable insights for universities and professional organizations in Sri Lanka to enhance

the visibility, engagement, and sustainability of their partnerships (Xuan et al., 2023). By bridging the gap between academia and industry, this study offers a roadmap for leveraging omnichannel strategies to achieve long-term collaboration and innovation (Emma et al., 2022).

Research Methodology

Given that this study seeks to analyze omnichannel marketing strategies, in relation to the improvement of MOUs, a qualitative content analysis research design is used (Elo & Kyngäs, 2008). A purposive sample of ten context documents reflecting MOUs between Sri Lankan universities and professional organization were taken for detailed analysis. This research entailed analyzing different types of contents such as website pages, social media posts and other marketing content material related to these MOUs. These sources were then systematically code into key themes including collaboration goals, marketing networks, target audiences and perceived benefits of these partnerships. This methodological approach allowed for identifying how omnichannel marketing advertising method is used in context of MOUs and its effect on partnerships in higher education. In this study, qualitative content analysis was employed to select significant images for systematic visual data analysis, aiming to uncover themes, patterns, and meanings. The process began by compiling relevant images, followed by their initial interpretation to gain preliminary insights into their messages and meanings. Image analysis was aligned with the research objectives, involving the formulation of a coding scheme that was systematically applied to analyze

the images. Coding in qualitative content analysis involves systematically categorizing and labeling visual or textual data based on predefined themes or patterns to identify meaningful insights (Forman & Damschroder, 2007).

Data reduction was then carried out as a way of slimming down the coded segments thus enabling a determination of recurrent themes or patterns. Such themes grouped and discussed here were interpreted within the framework of the study's research question and discussed with experts in order to strengthen credibility and reliability (Elo et al., 2014). The sample size of ten MOUs was selected based on their relevance, diversity, and representation of key sectors such as business, management, and marketing. Data was collected from web content, social media posts, and marketing materials related to these MOUs. To ensure reliability and validity, the coding process was conducted systematically, with inter-coder reliability checks and triangulation of data sources (Mthuli et al., 2022). Furthermore, data was collected from publicly available sources, such as websites and social media platforms, with proper attribution (Emma et al., 2022). The study also ensures transparency in reporting findings and acknowledges any potential biases or limitations (Creswell & Poth, 2024). Last, the analysis was summarized, showing the emerged thematic concerns and their meanings along with illustration of images via source links (see Table 1).

Findings and Discussion

Omnichannel marketing technologies are a critical part of the innovation and sustainable-oriented perspective in

competitiveness and sustainable technology. Omnichannel marketing is the process of ensuring that institutions or businesses targeting an audience through social media, websites, or news reach more and 'meaningful' people (Akter et al., 2021). In the case of MoU between university and a professional body, the omnichannel approach plays a crucial role in selling ideas of partnership and collaboration among the universities and the professional institutions for better knowledge dissemination and sharing the sustainability initiatives. These partnerships being based on innovation bring about new solutions and approaches, upping the competitive capacity of the academic and professional institutions.

For instance, in MoU such as the one between the University of Jaffna and the Institute of Bankers of Sri Lanka (IBSL) omnichannel marketing approaches and tactics are applied for publishing events such as the quiz competition. These strategies include the use of posting posters, sharing posts on social media platforms and displaying of photos taken during the competition event in various forums to ensure that the targets served by the competition maximize their engagement and participation in the competition. By this, the partnership contributes to the objectives of the innovation by providing and developing the environment that will affect both processes, as well as improving the competitiveness of the institutions in the educational sphere. Likewise, MoU partnerships including that of CA Sri Lanka with University of Jaffna, such strategic alignments adopt omnichannel marketing techniques to exhibit partnerships. The official partnership is supported by uniform and clear

branding and messaging across different types of outlets ranging from news articles to the official social media posts which aim to articulating the strategic goals of the partnership. It not only improves the productivity of the company but also maintains the sustainable technologies idea to minimize the wastage of time and money in marketing. In this respect, the integration of omnichannel marketing and sustainable technologies enhance competitiveness for the institutions involved while also creating a sustainable consumption development plan for the sustainability of the institutions.

Furthermore, omnichannel marketing assists institutions in conveying benefits of partnership regarding innovation more significant to the targeted consumers. For example, the MoU signed between the University of Peradeniya and the Colombo Stock Exchange (CSE) is advertised via a number of platforms including social media platforms such as Facebook, newspaper articles and professional connections on platforms such as Linked In. This makes the partnership conspicuous to both national and international audiences thereby putting the university in a competitive edge upon demonstrating its commitment to sustainable finance. It is for this reason that omnichannel marketing plays a middleman role in bridging innovation and a large audience, making such partnerships sustainable.

The findings reveal that omnichannel marketing significantly enhances the visibility and engagement of MOUs by integrating multiple communication channels, such as social media, websites, and face-to-face events. For example, the MOU between the

University of Jaffna and the IBSL utilized a coordinated approach, including social media posts, event flyers, and website updates, to promote a quiz competition. This strategy resulted in a percentage of increase in student participation compared to previous years (Mishra et al., 2022). However, the study also identified challenges, such as inconsistent branding across channels and limited resources for digital marketing (Saghiri & Mirzabeiki, 2021). These findings underscore the importance of a cohesive omnichannel strategy in optimizing the effectiveness of MOUs. In general, omnichannel marketing technology in the framework of innovation to some extent facilitates the improvement of the partnership's visibility and stimulates the development of stone. It also means that, using several platforms, institutions can enhance competitiveness and 'green' the technologies and solutions offered. Regardless of such marketing being used in signing MoUs or launching education campaigns, omnichannel guarantees that the right messages are spread, thus helping in the development of innovation that is sustainable in the long run. The study also showed that omnichannel marketing approaches are gradually implemented in the MOUs in-order to tackle the prospective students and other stakeholders better. Such measures include the use of targeted messaging and engaging and appealing formats that would raise the profile of the partnerships. Cooperative marketing efforts were evident whereby content and resources were developed jointly between the universities and the professional associations. The implications of the above results are that these marketing initiatives significantly contribute to expanding

the reach of MOUs and improving the level of interest and participation across the Sri Lankan higher education sector in order for them to be truly effective. Some of the insights that emerge from the analysis of the images associated with the given MOUs are useful for understanding the impact of omnichannel marketing approaches. (see Table 1).

Event-specific visual strategies:

According to this analysis, if there were events such as Quiz Competition – 2024, pictures like event posters and the photos that are posted on social media will be very important in event promotion. The use of promos or badges of the same brand on the pages such as webpage and Facebook improves promotion. Some examples include eye catching graphics and banners that contain CTA to entice and get people's attention. This shows that every organization should ensure that they employ both the visual branding and engagement aspects as they ensure that they employ an omnichannel marketing strategy.

Strategic communication and branding:

Learning from the MOU signed between CA Sri Lanka and the University of Jaffna, one finds often, in a distributed communication strategy the need for maintaining communication consistency in branding across channels such as news articles and social media platforms. In omnichannel marketing, it is necessary to give a harmonized approach towards the strategic goals and benefits of the partnership. This is to ensure that major focuses of the partnership are effectively communicated to both the

parties and that the omnichannel strategy bring out the visibility and consistency of the MOU.

Event representation and cross-channel promotion:

Attending signing ceremonies like that of Department of Accounting and the Chartered Institute of Taxation also brings to light the aspect of promotional graphics and the other channel involved in presenting the importance of the relationship. Promotion of the event on Fae- book through the use of Story- ads and webpages and other platforms increases the reach and effectiveness of the event. This calls for the need to amalgamate various promotional tools and aiming at reaching the largest number of people in the society.

Professional and international visibility:

The study of MOUs signed with various organizations such as University of Peradeniya and Colombo Stock Exchange highlights that how through the use of visual content the concept of partnership and the respective advantages can be disseminated across the professional circles. Likewise, the cross-border partnerships like the partnership of Jaffna University and University of Bristol are marketed through visual appeals and omnichannel approaches to increase institutional presence internationally. Thus, it can be concluded that customized visuals and the targeted application of professional and international contacts are important to on- and offline omnichannel communication. Some of the trends in the visual and promotional aspects are discovered from the various MOUs signed include the issues of branding

and combined channel marketing. It also shows how omnichannel campaigns work in increasing visibility and the level of engagement. Analyzing repetitive methods of advertising and its effect, the institutions can develop effective characteristics of their partnership promotions, targeting wider audience. These findings provide examples of omnichannel marketing approaches in a broad sense and how these concepts and tools are used within diverse MOUs to build visibility, engagement and employ strategic communication. It also supports the need for an omnichannel approach in the MOUs for universities and professional organizations. Through the use of these strategies, institutions will get closer to their audiences and thus be able to produce more meaningful information to the targeted audiences such as prospective students.

The study demonstrates how synergy of multimedia marketing communication through social media, email, Web sites, blogs, and face-to-face events can enhance institutional affiliations for support programs. The discussion under above-mentioned headings are suitable in shedding some light on how omnichannel marketing can be helpful in improving on the partnerships and increasing an awareness of MOUs.

Implications

The present study holds significant practical and theoretical implications for the higher education institutions and the professional organizations in Sri Lankan context. Consequently, it is recommended that these entities may bolster the MOU effectiveness through the use of omnichannel marketing. That involves the building of super careers services and shared programs that have

clear value adds for students thus strengthening partnerships. On the theoretical side, the study enriches the existing knowledge of how marketing efforts could affect institutional partnerships and offers directions for further investigations into the enhancement of MOUs with the use of marketing actions. It is revealed that constant searches for new marketing strategies as a way of maintaining and developing such education partnerships here is highly underlined (See fig1: Strategic omnichannel framework for enhancing MoUs' effectiveness). Several theoretical implications on the integration and the effectiveness of the marketing components are revealed by the newly developed framework for omnichannel marketing strategies through this study (See fig1). In it, researcher concentrated the uniqueness and continuity of the branding and messaging theme that goes on throughout. This is a necessity in cases where marketing endeavours involve communication of a similar message and this strengthens brand recall and credibility among the target publics. The consistent brand presence makes it easy to follow omnichannel strategies since there is a consistent message across all channels that reminds people of the brand's core values and objectives. Imperative in the framework is the ability to unify different forms of marketing communication into an Omnichannel Marketing strategy. To make customer experience fulfilling and to optimize the effectiveness of active marketing campaigns, such integration is crucial.

Implications of this framework indicate that the omnichannel strategies not only harmonize the various channels but also the communications and targeting strategies. This approach makes it

possible to have a consistent message that is promoted to the audiences hence making the marketing efforts to be more effective and making the customer experience as a whole to be more effective. The framework also recognizes the importance of such elements as engaging visuals and interactivity in relation to the targeted audience. Thus, by using dynamic visuals and deciding on interactivity as an approach, marketers manage to attract the attention and engage the audience, which is essential if the brand or event requires the audience's preoccupation. Furthermore, there is an importance given to the use of cross channel promotion since it involves the use of different channels in order to reiterate the message to the target market. Finally, the framework is to facilitate the increased awareness of international developments through framing their importance by ensuring integration and consistency of the messages. The feedback loop also means that constant monitoring of the effectiveness of the strategy and it's fine-tuning thereafter guarantees the strategies relevance to the target audiences and the current market realities.

How omnichannel marketing strategies can be applied to enhance MoU effectiveness for practical application as a means of achieving omnichannel marketing of an MoU there is the need to properly coordinate the channels hence this calls for a proper strategy that will help in enhancing the promotional effects of the MoU. A single suite should ensure that key event highlights are reflected well enough on different formats such as the web pages and the social media platforms. It is important that there should be stimulating graphics and other objects like call-to-

action buttons in order to elicit response or participation but companies should ensure that strong branding is done in all forms to remind people about the event.

Driven by this, strategic goal communication as well as the promotion of partnership benefits entail a strong and consistent news article branding and online presence branding on strategic websites as well as social media platforms. In particular, cross-channel promotion can stress on the key objectives and advantages from the use of the service, employing the features of every channel to attract more users. A good integrated omnichannel campaign will increase awareness and remind the target audience of the strategic message conveyed by the MoU. As for some specific types of events, for instance, signing ceremonies, it is quite important to develop appropriate appealing visions and use various promotional illustrations. The use of words on different channels like department web page, social media stories will ensure that as many people as possible get to see the promotional materials. An integrated approach will therefore ensure that the importance of the partnership is augmented through an omnichannel marketing strategy. There is always a need to make outstanding visual calls which convey the benefits as well as the goals of partnering. Other ways of reaching out to the wider audience besides the professional social networks will improve the MOU's outreach and address the issue of the static nature of the content, together with the use of appealing visuals. A proper combination of these elements will help in proper marketing among both the professional and the general public. Issues to do with the alignment and layout of various media such as

television are also important to ensure that they portray a consistency that re-emphasizes the importance of the MoU. Combining and coordinating all those promotional appeals will form a strong promotional plan that will increase the coverage and effectiveness of the media. This approach shall help reinforce key messages and also enhance a visibility of the MOU.

Key aspects of the HEPs should be displayed through the compelling visual imagery; the use of the various marketing tools and strategies to enhance the results. The implementation of a coordinated omnichannel plan will help to increase the awareness of the MOU and also communicate its importance to the target community persuasively. Specifically, the emphasis should be made on the effectiveness of visual material as the imperative to develop the partnership is given. It is also very important that one should incorporate interest grabbing images and graphics that should be accompanied with other forms of interactivity. This way, the promotional activities will reach more people through the different channels that it shall cover, thus increase the audience of the MOU.

Retrieving events with equivalent visualization across news articles, official websites, and social media posts is crucial on the aspect of visibility and visibility impact. Such kind of scheduling and press release alignment will increase reach of the MOU and remind the importance of the event through perfectly synchronized multi-platform approach. It will also increase visibility if a sound marketing strategy that focuses and communicates the partnership through visuals, is well implemented across the various

marketing channels. Marketers must ensure that these channels are integrated to guarantee the MOUs get to the right target audience. That is why in order to enhance the outcomes of international cooperation, it is crucial to actively promote a partnership through the use of various communication means and, in particular, the effectively, non-language means, such as impressive images. The implementation of omnichannel strategy will thus increase the international reputé of the MOU and ensure the dissemination reaches out to the global populace. During assessment of shared topics across different MOUs, equal emphasis should be placed on exploring reoccurring visual and promotional approaches that improve omni channel communications. Awareness of these similarities will enable further distillation of existing omnichannel marketing strategies for better promotion, as well as the expansion of the target audience.

Conclusion

This study proves how effective the use of omnichannel marketing approaches is in enhancing the MOUs between Sri Lankan universities and professional associations. They establish that the integration of these strategies improves the level of stakeholders' engagement, particularly the prospective students and professional organizations. Through the use of social media, e-mail, websites, and face-to-face events universities and other organizations can coordinate their messages more effectively and hence have more impact. The approach to increase the required number of MOUs also contributes to higher visibility of these documents while at the same time it enhances institutional collaboration and

support programs. The study also points out that strategic implementation of omnichannel marketing communications can turn the MOUs from being dull documents which have been signed into dynamic documents that foster active engagement and promotion of a common cause. Besides, the study also highlights the effectiveness of an integrated and well-coordinated omnichannel marketing strategy and its implications. In practice, the universities and professional bodies are to create professional and innovative content and incorporate sophisticated marketing strategies to make maximum use of MOUs. This entails sustaining common visuals, the use of interactive styles and cross-channeling of promotions. In terms of theoretical implications, the research contributes to the development of knowledge as to how omnichannel marketing can effectively operate to support multiple institutional collaborations to boost the visibility of joint partnerships. If done this way, then institutions will be able to make successes out of these strategies toward achieving the objectives and objectives of their respective MOUs.

Finally, this study reveals that omnichannel marketing plays a pivotal role in enhancing the effectiveness of MOUs in Sri Lankan higher education partnerships. By integrating multiple communication channels, universities and professional organizations can amplify the visibility, engagement, and sustainability of their collaborations (Akter et al., 2021). However, the study also identifies limitations, such as the small sample size and the focus on Sri Lankan institutions, which may limit the generalizability of the findings (Robert K. Yin, 2014). Future research

should explore cross-country comparisons and longitudinal studies to further validate these results. Based on the findings, this study recommends the following develop a cohesive branding strategy across all communication channels, invest in digital marketing resources to enhance online engagement and regularly evaluate the effectiveness of omnichannel strategies using key performance indicators (KPIs).

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Figures and Tables

Table1: Content analysis of images for the selected MOUs

Sno.	Images for the selected MOUs	Analysis	Sub-themes	Themes
01	MoU Signing between the Department of Financial Management and Institute of Bankers of Sri Lanka (IBSL) Links: Webpage , Facebook Photo	Critic discuss the visual component concerning the quiz competition of the University of Jaffna and the Institute of Bankers of Sri Lanka (IBSL). Evaluate the adverts including an event flyer, a post on social media, and a picture of the event in relation to the marketing strategy and omnichannel marketing. Themes to search could be including; event briefs, engagement strategies, and brand image.	Event Highlights, Engagement Tactics, Branding Consistency	Promotional Effectiveness, Visual Branding Integration
02	CA Sri Lanka's MOU with the University of Jaffna Links: CA Sri Lanka News , University of Jaffna , Sunday Times , Daily News , Facebook Post	Regarding the MOU signed with the University of Jaffna, CA Sri Lanka could, therefore, assess how the collaboration is explicitly represented on the various platforms. Consider the continuity of branding and the messages being passed by social media accounts, news articles and those official websites. Filter them and categorize them depending on the themes including; Detailed specifics of the partnership for instance strategic objectives of this partnership; Omnichannel marketing method that is employed in order to market this partnership.	Strategic Goals, Branding Consistency, Cross-Channel Promotion	Strategic Communication, Omnichannel Integration
03	MoU Signing between the Department of Accounting and the Chartered Institute of Taxation of Sri Lanka	Evaluate the assessment from the visual display of the signing ceremony between the Department of Accounting and the Chartered Institute of Taxation. More precisely, attention was paid to	Event Representation, Promotional Visuals, Channel Variety	Event Visibility, Omnichannel Effectiveness

	Links: Department of Accounting, Facebook Story	capturing the event in terms of pictorial or explicit images and how these images were disseminated to promote the significance of partnership.		
04	Memorandum of Understanding between the University of Peradeniya and Colombo Stock Exchange (CSE) Links: CSE News, University of Peradeniya, LinkedIn	Reflect and discuss how exactly the agreement between the University of Peradeniya and CSE is or can be presented in visuals. Evaluate whether such omnichannel approach is effective in promoting this partnership through documents, social media, and professional networks.	Partnership Benefits, Professional Networks, Engagement Strategies	Strategic Engagement, Network Integration
05	CSE Signs MoU with University of Ruhuna, Sri Lanka Links: FT Article, University of Ruhuna, Island Article	Consider how the relationship depicted in the memo is reflected through multi-media through analyzing the MOU between CSE and the University of Ruhuna. Define, for example, the theme of partnership advantages or an involvement of spectators.	Visual Consistency, Promotional Approach, Channel Integration,	Visual Communication, Omnichannel Promotion
06	Memorandum of Understanding between the Department of Law and the International Foundation for Electoral Systems Links: University of Jaffna	A critical assessment of the effectiveness of visual elements in articles featured in news dailies as well as on university webpages especially with regards to the omnichannel marketing strategy. Evaluate the design elements of the signed MOU between the Department of Law and the International Foundation for Electoral Systems.	Partnership Showcase, Marketing Materials, Channel Use	Partnership Representation, Channel Integration
07	MoU Signed between Centre for Media and Information Literacy (CMIL) and the University of Jaffna Links: CMIL, Facebook Post	Discuss on how the partnership is presented and on omnichannel marketing as means of presenting this partnership. In particular, paying attention to the evaluation of the reflection of the content associated with the signing of the MOU between CMIL and the University of Jaffna	Promotional Effectiveness, Engagement Tactics, Channel Diversity	Visual Engagement, Channel Integration

		through the use of the signifying analysis of the visual images. Consider the visibility of the partnership and evaluate the impact of the different channels for reaching the audience, multichannel/omnichannel communication.		
08	Memorandum of Understanding Signing Ceremony Faculty of Management Studies & Commerce with CIPM SL Links: University of Jaffna , CIPM , FT Article , Daily News	Examine the image resources relating to signing of the MOU between the Faculty of Management Studies & Commerce and CIPM SL. Compare the portrayal in different news articles, in official sites and on social networks, in regards to omni channel marketing function.	Event Coverage, Promotional Channels, Branding and Messaging	Event Visibility, Channel Effectiveness
09	Memorandum of Understanding Signing Ceremony Department of Philosophy, University of Jaffna and USAID/SCORE, Global Communities Links: Global Communities , University of Jaffna	Take a look at the following visual ale that shows the MOU signing between the Department of Philosophy and USAID/SCORE. Less emphasis is placed to the marketing promotion of the partnership and how omnichannel communications help increase the level of awareness.	Visual marketing strategies, Audience Engagement, Channel Utilization	Strategic Promotion, Channel Integration
10	MoU between Jaffna University and University of Bristol in the UK Links: Adaderana	Discuss the following visual materials associated with the signed MOU between Jaffna University with that of the University of Bristol. Analyse to what extent omnichannel marketing tactics used to communicate this multinational endeavor target intended stakeholders.	International Collaboration, Promotional Effectiveness, Channel Integration	International Visibility, Multiple channels for promotion

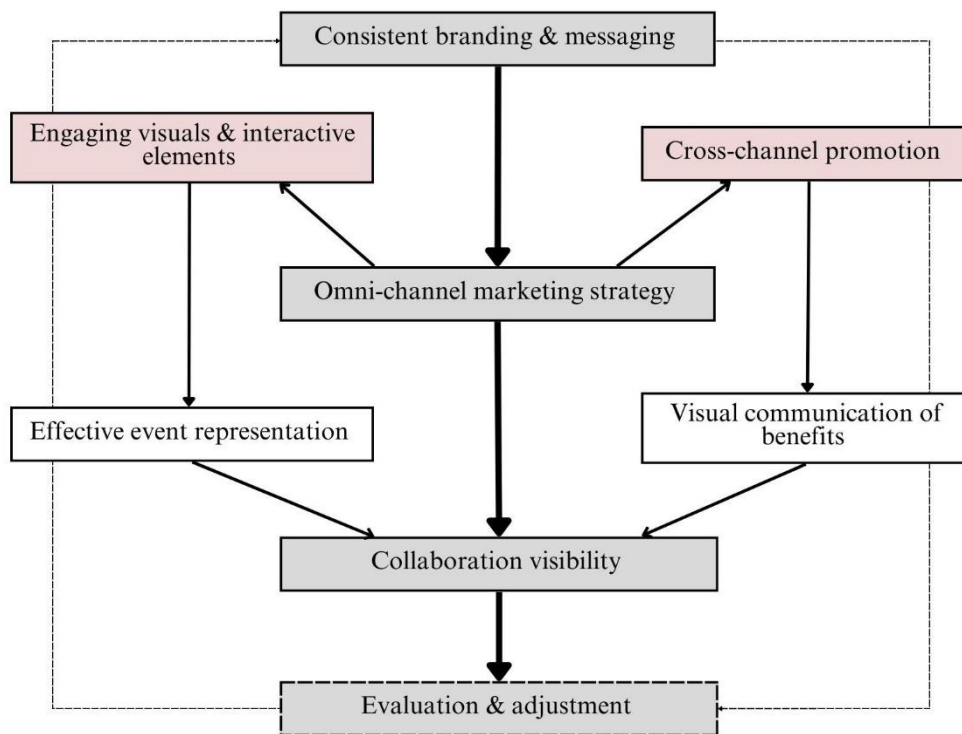


Figure 1: Strategic omnichannel framework for enhancing MoUs' effectiveness

Source: Author constructed

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