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## Evaluation of the Iraqi Media Network's Proposed Strategy for the Period (2024-2028)

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### Abstract:

The strategy of the Iraqi media network has faced a significant challenge during the recent decades due to instability resulting from the political and security conditions experienced by Iraq. This deeply impacts various aspects of life, especially the media industry. In light of these circumstances, the idea of evaluating the proposed strategy for the Iraqi media network has emerged.

The current research aims to study a crucial phase of strategic management, strategic evaluation, to assess the proposed strategy through data analysis, ensuring its implementation with minimal deviation from the planned course. The study focuses on studying and evaluating the proposed strategy for the Iraqi media network for the years 2024-2028, examining its effectiveness and alignment with the state's directions. That involves understanding the realism of strategic visions, plans, and programs and building a suitable conceptualization.

This research focuses on environmental conditions and relies on scientific foundations and steps to formulate and evaluate the strategy. We created a study of senior figures, including general managers and experts in the Iraqi Media Network, 15 of whom purposefully selected the experts most relevant to the strategy and those responsible for evaluating it.

The research hypothesis suggests a consensus among the network's managers and experts on the proposed strategy for the next five years in all its dimensions. The research results indicate that the reality of plans, programs, and visions is very good, developed by experienced leaders capable of evaluating the proposed strategy. The findings also demonstrate obvious acceptance of the strategy by the research sample and alignment with the proposed strategic alternative.

**Research Type:** Research Paper

**Keywords:** Evaluation, Strategic Evaluation, Vision, The Mission, Strategic Goals, Strategic Analysis

## **1. Introduction:**

The effective assessment of performance and activities facilitates the development of an ambitious strategy through planning and implementation within organizations. Therefore, ensuring the quality of the strategy is built on the principle of evaluation, and presented to executive administrations and decision-makers. Evaluation criteria should be supported by self-assessment, leaders and those responsible for various activities evaluate the level of the presented strategy.

The primary task of the proposed strategic document is to provide a roadmap for the qualification and development of the Iraqi media network, elevating its performance to the crucial role entrusted by the government. This document outlines the complete vision for the strategy, enhancing the network's work. Establishing evaluation criteria serves as a strategic tool for business planning, helping organizations, especially governmental and semi-governmental ones, reduce the gap between performance and expectations to minimize negative outcomes.

Moreover, it aids in formulating the organization's public policy. The idea for this research stems from these considerations, addressing the crucial topic of evaluating the proposed strategy to meet the needs of the Iraqi media network in enhancing its capabilities and addressing strategic issues. Department directors will implement the proposed strategy. In addition, this strategy is evaluated by the head of the media network and the network's board of trustees.

The research field focuses on the Iraqi media network, as it plays a significant role in the country's official media landscape. It is the most suitable for the study, being the entity responsible for the entire media industry's facets and holding importance within Iraq and beyond. The network conveys Iraq's reality to the Iraqi, Arab, and global audiences.

The research comprises four axes: the first focuses on the research methodology, the second addresses the theoretical framework of strategic evaluation, the third includes the practical aspect of the research, and the fourth presents the most important conclusions and recommendations.

### **1.1 Literature Review:**

Many studies have addressed the formulation of strategy. Aktürk and Kurt (2016) conducted experimental research to explain the relationship between knowledge management practices and strategy formulation capabilities. A questionnaire was sent to the top 1,000 large companies in Turkey. Statistical analyses are used based on data collected from 94 companies. The research results confirm the relationship between knowledge management practices and strategy formulation capabilities. According to the results, companies should pay more attention to knowledge management practices to support strategy formulation capabilities.

Al-Jubouri and Al-Kubaisi (2018) worked on studying a crucial stage in strategic management, which is strategic evaluation, to evaluate the proposed strategy through data analysis, and ensure its implementation with the least amount of deviation from the planned path. The research focuses on studying and evaluating the proposed strategy of the Ministry of Planning for the period (2018-2022) and studying the extent of its effectiveness and compatibility with the state's directions. The study sample included senior leaders, including general managers and experts in the ministry, numbering (15) individuals who were selected to ensure the selection of the experts most relevant to the strategy and those responsible for its implementation. The results indicate that the reality of the plans, programs, and visions is highly developed by experienced leaders who can evaluate the proposed strategy. The results also showed an obvious acceptance of the strategy by the research sample and its compatibility with the proposed strategic alternative.

Nwachukwu et al (2018) studied the relationship between the strategy formulation process and innovation performance indicators in small finance banks. The researchers used a questionnaire that can be used and analyzed. The sample included (100) employees from the leading microfinance banks (MFBS) in Nigeria. The researchers concluded that the strategy formulation process positively impacts the performance process, product, and marketing innovation.

Al-Kaabi and Al-Kubaisi (2021) worked on evaluating the formulation of the strategy that considers a part of the strategy and aims to ensure the strategic plan's accuracy, comprehensiveness, and objectivity. They also evaluated the accuracy of the strategic objectives and the comprehensiveness of the company's activities and determined the extent of the strategy's ability to deal with strategic issues and provide programs, procedures, and time horizons for each issue. It relied on the case study approach, in addition to adopting the method of personal interviews to collect data from those concerned and concerned in formulating and implementing the strategy in the company. They reached several results, the most important of which is that the proposed strategy for the company, with its various dimensions, received a high acceptance rate from the managers of the research sample, in addition to the keenness of the company's management. To adopt strategic planning and build the company's strategic direction, including vision, mission, and strategic goals.

Hadiya (2022) She worked on this research to formulate a proposed strategy for developing graduate studies at King Khalid University to support the achievements of the Kingdom's vision (2030). The research used the descriptive survey approach. The research community consisted of all graduate students at King Khalid University. The research was conducted on a random sample of (623) Male and female students, this research relied on the questionnaire as the core tool for collecting its data. The results revealed that the research sample believes that all the proposals included in this research are essential for the development of postgraduate studies at King Khalid University to support the achievement of the Kingdom's vision (2030). There are no statistically significant differences between the averages of the research sample responses about the importance of the proposals put forward in this research according to their difference in the two variables: college and gender, were found according to their difference in the academic program variable in favor of students enrolled in the master's program. The research presented a formulation of a proposed strategy for developing graduate studies at King Khalid University that supports the achievements of the Kingdom's vision (2030).

Shallal and Amer (2022) worked to determine the future vision of the agricultural extension system to achieve Egypt's Vision 2030 in the environmentally sustainable development of climate change circumstances through the use of SWOT analysis and detection of strengths, weaknesses, opportunities, and threats. The descriptive approach was used and the survey method was used a questionnaire as the only research tool used to collect data from the respondents, and the study data collected purposively represented by all the agricultural extension experts responsible for planning in the Central Administration for Agricultural Extension Services (CAAES) at the national level in the Arab Republic of Egypt (all members of the study population). The researcher used (SPSS) to calculate frequencies, percentages, weighted arithmetic mean, relative importance, and order of the internal and external environment (SOWT) analysis. A set of visions was reached by identifying the highest score of strengths, weaknesses, opportunities, and threats to the agricultural extension system. The main results of this research include clarifying strengths, weaknesses, opportunities, and threats. The concepts and relationships that exist between the different aspects: strengths, weaknesses, opportunities, and threats of the agricultural extension system.

Four different visions have been formulated that can be adopted by the agricultural extension system to achieve Egypt Vision (2030) in the field of environmentally sustainable development on climate change circumstances, Opening the door for further studies and future research in the same field or any of the current research aspects.

Hammad and Muhammad (2023) targeted the impact of investing in human capital on formulating an institutional excellence strategy, An experimental study was conducted on a sample of employees in Egyptian banks. The researchers concluded that there is a positive moral effect of investing in human capital on formulating an institutional excellence strategy in Egyptian banks in general. They also found that there was a positive moral effect of investing in human capital on excellence in organizational structure, operations, and service provision in Egyptian banks in particular. As they are types of institutional excellence, there is no significant effect of investment in human capital on leadership excellence as one of the types of institutional excellence. The researcher also concluded that there is a positive moral effect of investing in human capital on formulating an institutional excellence strategy according to the type of bank in Egyptian banks, while he concluded that there is no significant effect of investing in human capital on formulating an institutional excellence strategy according to gender and job level in Egyptian banks.

Majod and Raddam (2023) confirmed the importance of the research is evident in the strategic document it presents as a proposed environment for the Ministry of Transport for the years (2024-2028), which enables the senior management in the ministry to identify its paths and the most important issues for which it is important to develop solutions to achieve sustainable transport. The drafting process was based on the strategic environmental analysis of the ministry and its companies through the environmental survey process and diagnosing internal and external environmental factors through brainstorming, (15) interviews, (13) workshops, and meetings with experts and specialists. Information was collected and employed within the strategic analysis forms and presented to (46) persons, including (general managers and their assistants, experts, department managers, assistants, and people's officials) for the departments and departments concerned with the work in the ministry and its companies. A (SWOT) matrix was built based on the importance, weights, and degree of response that was determined to calculate each factor. Among the factors to conduct the analysis process and prepare the internal and external factor matrices (EFEM, IFEM) using the (Excel 2016) program, the results showed that the (S-T) pollution prevention strategy is a paramount work option for the Ministry, in the center of the Ministry and its companies, which are (land transport, railways, Iraqi ports, sea transport, air transport, air navigation, maritime authority, passenger transport, private transport, meteorology authority, implementation of transport projects).

Al-Sayyid and Afeefa (2023) worked to clarify the optimal and correct use of the (SWOT) analysis model in various educational institutions when developing their strategic plans, and the researchers relied in the study on the use of the descriptive analytical approach, in addition to the forward-looking approach in determining how to employ the (SWOT)-Analysis model in determining the different strategies that educational institutions should employ when setting their strategic objectives, The study also showed how to employ each of the strengths and weaknesses along with the opportunities and threats in building these strategies so that a sound and accurate implementation plan and strategy can be reached for these institutions.

The problem of the research lies in the process of formulating the strategy. The core elements must be present that pave the way for the success of the strategy. Among the most essential components is the process of evaluating the strategy, and this depends on the knowledge and experience of the team in charge of preparing and formulating the strategy and the knowledge and experience of a team that is responsible for strategy, it revolves around answering the questions The question is whether there is agreement on the proposed strategic dimensions of the fourteen Iraqi Media Network channels (vision, mission, strategic objectives,

strategic analysis, flexibility, responsiveness, adaptation, obstacles, and constraints, prioritization, alternative programs, actions, and the time horizon, success indicators).

The significance of the research is to fill the gap of previous studies in this field, and practically Iraqi Media Network can use it to develop its strategies, enabling it to participate and increase its ability to put its proposed strategies into practice.

The research aims to contribute to the crystallization of a theoretical and cognitive framework for developing a strategy for the Iraqi Media Network in light of the research problem and its importance. The researcher seeks to build a recommended strategy according to the current situation of the artistic, technological, technical skills and media environment, and to identify the internal strengths and weaknesses and the external opportunities and risks of the Iraqi Media Network.

## **2. Materials and methods:**

Use the descriptive-analytical approach to obtain the necessary data from the media network under study. That can be judged through the success or failure of the proposed strategy . As for the research tool, a questionnaire is used to obtain the necessary data to test the validity of the study hypothesis.

### **2.1 Research Techniques :**

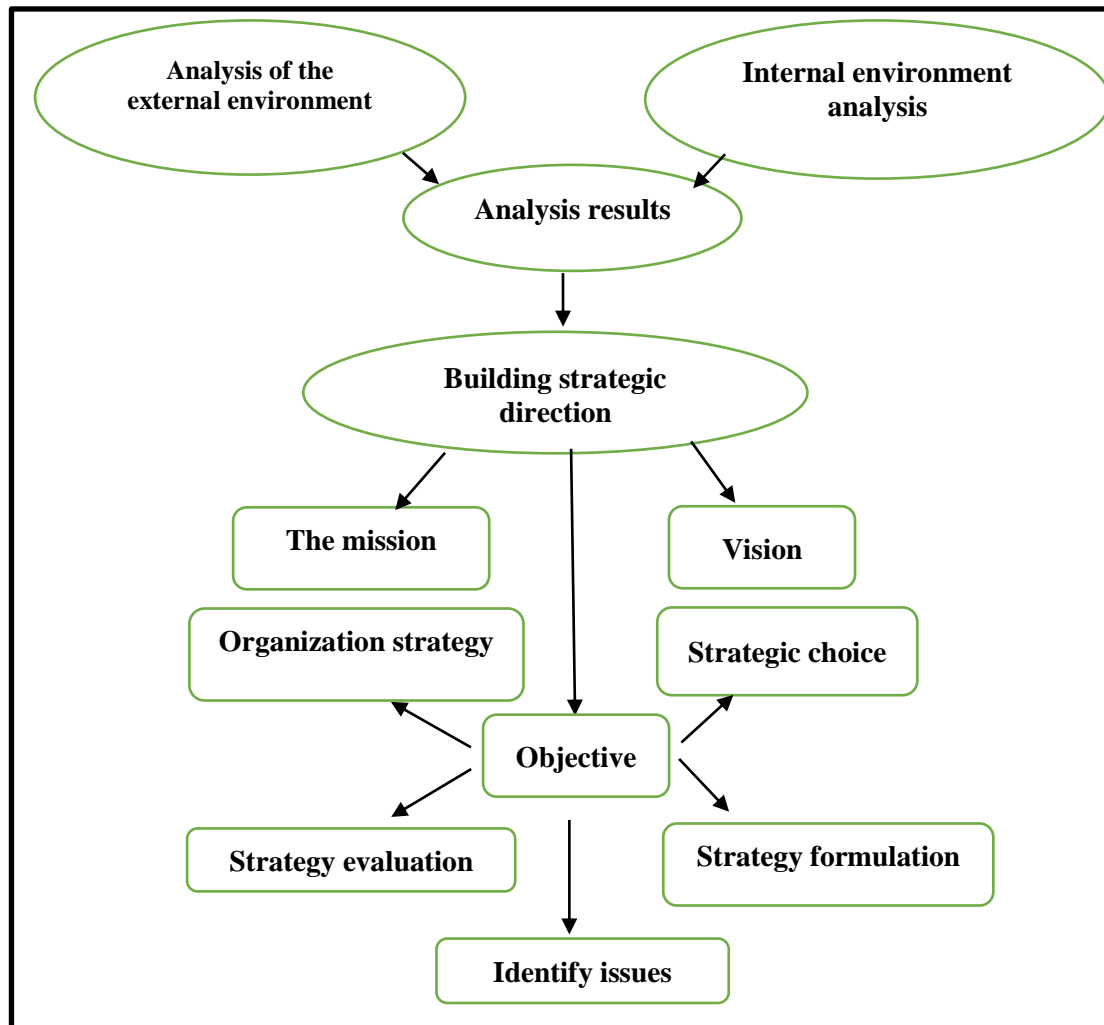
The researchers relied on the questionnaire. Surveying and presenting the opinions of the sample were conducted to evaluate the strategy through 14 dimensions included in the questionnaire, which the research adopted as a survey to meet the requirements of senior administrations.

### **2.2 Data analysis tool:**

The survey was constructed according to the formulation of operational paragraphs, and paragraphs were crafted following the structure of the medium-term strategic plan. Specifically, it included the strategic purposes and dimensions that were developed to stimulate thinking on ways to expedite the implementation of the strategies and the established plan. The results of this process were exchanged with other departments, and the opinion of the mentioned sample, who are directly involved in formulating and implementing the strategy, was measured. The level of agreement within the sample was determined using the arithmetic mean according to categories.

### **2.3 Virtual study framework**

The researchers prepared an illustrative diagram outlining the research concept after reviewing the theoretical framework and defining the research topic, objectives, and significance. In addition to the ability to assess the impact of each variable from the study variables individually or collectively, the main study variables and their sub-dimensions were included.



**Figure 1: Virtual study framework**

Source: prepared by the researcher.

#### 2.4 Strategic Evaluation:

The evaluation phase is one of the final stages of strategic management, and it is a crucial, essential, and inevitable step that must be undertaken after completing all the stages of the strategic planning process. This process includes organizational diagnosis, and formulation of the strategy, starting from its basic stages such as defining the strategic direction, formulating the vision and mission, strategic objectives, and conducting a strategic analysis of environmental factors (Ciobănică, 2014), indicated that evaluation is the crucial process to assess the efficiency and safety of the steps taken, their effectiveness in serving the business, regardless of its field, monitoring the errors that occurred, working to correct them, and evaluating them to avoid and mitigate problems from escalating as a result of misunderstanding.

Evaluation refers to an organized process involving data collection and interpretation to identify problems and diagnose obstacles, intending to present them to decision-makers for process improvement, and achieving goals (Al-Jariwi, 2012). The strategic evaluation process is a comparison of actual achieved performance with planned performance, i.e., with a specified measurement standard. The evaluation stage also includes taking corrective actions (Jaradat, 2013).

## **2.4.1 Dimensions of Strategy Evaluation:**

### **2.4.1.1 Vision:**

It is the first step in strategic management processes and involves formulating a comprehensive vision for the organization. The vision serves as the guiding and defining principle for the goal of the institution or organization. The vision reflects the ideal image of the future that the institution envisions for itself and determines the direction it should take to achieve this goal. In the end, the founder commits to the strategic vision and exerts maximum effort to achieve it (Orhan et al., 2014).

### **2.4.1.2 The Mission:**

The mission relates to the organization's direction in achieving its goals and future vision. The mission contributes to directing all levels within the organization toward working in coordination and integration to achieve specific objectives. It serves as the distinctive framework for the organization in making strategic decisions. An effective mission can align the strategy with the values and culture of the organization (Dermol, 2012).

### **2.4.1.3 Strategic goals:**

"Goals are linked to the mission and future vision, characterized by being practical and realistic, with a kind of challenge and measurability. They should be time-bound and balanced with capabilities and inclusivity (Al-Raji and Malkawi, 2012).

### **2.4.1.4 Strategic Analysis:**

Eser (2012) defined it as the systematic process through which an organization evaluates its capabilities, organizational opportunities, and risks. The goal is to successfully carry out the intended mission and achieve its objectives by focusing on organizational strengths and addressing potential challenges.

### **2.4.1.5 Flexibility:**

Flexibility is the ability to adapt and change quickly in response to internal and external variables. If a strategy is flexible, you can alter your plans and objectives to adapt to new challenges and capitalize on available opportunities more effectively (Nadkarni and Herrmann, 2014).

### **2.4.1.6 Response:**

It is the process that helps the organization acquire the ability to adapt to external pressures it faces (Borui, 2014).

### **2.4.1.7 Adaptation:**

According to (Al-Rikabi, 2004), adaptation is the extent to which an organization can respond to any change within itself or in the external environment.

### **2.4.1.8 Obstacles and Constraints:**

Obstacles and constraints refer to internal and external factors that affect the organization's capability to achieve its strategic objectives. Internal obstacles may include elements such as limited resources, limited team capabilities and skills, and organizational culture that may hinder effective strategy (Jaradat, 2013).

### **2.4.1.9 Priority Setting:**

Strategic priority setting depends on the organization's goals and vision. Priorities are typically determined based on long-term objectives and the priorities of different sectors or departments. Various priorities may include increasing sales, providing customer service, or developing new products (Al-Douri, 2005).

### **2.4.1.10 Alternatives:**

The organization selects the best strategic alternative, and it may choose one or more strategic alternatives that ensure the accomplishment of its mission and strategic objectives (Al-Douri, 2005).

#### 2.4.1.11 Programs:

A program encompasses a group of goals, policies, rules, tasks, and required resources. Each plan should include a set of necessary programs for its implementation, usually supported by an estimated budget and a specified period (Al-Ghalabi et al., 2016).

#### 2.4.1.12 Procedures:

Procedures are defined as the steps taken to achieve specific strategic objectives. These procedures involve activities that must be coordinated and sequenced appropriately to achieve the desired results. Identifying procedures in strategic formulation enhances the effective direction, organization, and allocation of resources (Jaradat, 2013).

#### 2.4.1.13 Timeline:

The time horizon in strategy refers to the time in which goals are set, plans are determined, and strategic decisions are made. The time horizon can be short-term to identify concrete steps and actions to reach a specific goal within a short period. The time horizon can be long-term to determine vision, and direction, and develop long-term strategic plans that usually extend over several years (Johnson and Scholes, 1997).

#### 2.4.1.14 Success Indicators:

Evaluating indicators is considered one of the techniques for measuring the success of organizations' goals that use programs and procedures. The facility's ability to achieve goals through its strategy is identified. Performance indicators are measured and determined based on standards determined by the nature of the facilities' tasks and activities, whether educational or Health, service, journalistic, industrial, agricultural, or technical products (Johnson and Scholes, 1997).

### 2.5 Descriptive analysis of the research variable :

The proposed strategic document in the Iraqi media network will work as a reliable tool for its operations and directorates. The focus is on identifying deficiencies or weaknesses to avoid them and enhance strengths to confront challenges through available resources. The strategy development took five years, and the documents were presented and evaluated before the strategy's launch. The proposed strategy was presented to experts and general managers, and its strategic aspects were discussed with network managers and experts, in addition to the vision, mission, objectives, strategic analysis, strategic issues, obstacles, constraints, alternatives, plans, procedures, timelines, and success indicators. Firstly, the evaluation of the strategy by presenting, interpreting, and analyzing the results at the sample level:

A survey was conducted to assess the strategy through (14) aspects, each consisting of (23) questions or paragraphs. The questionnaire measured the opinions of a sample comprising (15) general managers and experts in the Iraqi media network directly involved in formulating and implementing the strategy. The sample's level of agreement was analyzed using the mean according to categories. The range of each variable ranges from (1-5), and the mean is evaluated based on the category length using division and subtraction techniques.

Table (1) reflects the results, and since the survey uses a five-point Likert scale (from "very weak" to "very high"), the category is determined by finding the range length ( $4 = 1-5$ ). Then, the range is divided by the number of categories (5) to become ( $0.80 = 5 \div 4$ ). After that, (0.80) is added to the minimum limit of the scale (1) or subtracted from the upper limit of the scale (5). The categories are as follows in Table (1):

**Table 1:** Level of agreement

Very high	High	Moderate	Weak	Very weak
4.2 to 5	3.4 less than 4.2	2.6 is less than 3.4	1.8 is less than 2.6	1 less than 1.8

Source: Prepared by the researcher



**Presenting and analyzing the results of the descriptive analysis of the strategy formulation paragraphs:**

Table (2) presents the mean, standard deviation, and coefficient of variation related to managers' perspectives as follows:

**Table (2)** refers to the fourteen items conducted to measure the measurement of the strategic formulation process. It includes the mean, standard deviation, and coefficient of variation related to the perspective of the sampled population regarding strategic formulation as follows:

**Table 2:** Statistical Indicators For The Strategy Formulation Paragraphs.

Sq	Dimensions	Arithmetic mean	standard deviation	Coefficient of variation
X1	Vision	4.267	0.458	10.73%
X2	The mission	4.333	0.523	12.08%
X3	Strategic goals	4.033	0.550	13.63%
X4	Strategic analysis	3.533	0.743	21.03%
X5	Flexibility	3.767	0.753	19.99%
X6	Response	3.667	0.588	16.02%
X7	Adaptation	3.633	0.667	18.36%
X8	Obstacles and limitations	3.800	0.862	22.68%
X9	Estimate priorities	4.067	0.863	21.23%
X10	Alternatives	3.733	0.704	18.85%
X11	Programs	3.667	0.617	16.83%
X12	Procedures	4.000	0.756	18.90%
X13	Time horizon	3.233	0.729	22.54%
X14	Indicators of success	3.700	0.493	13.32%

**Source:** Prepared by the researcher based on the results of SPSS

**2.5.1 Vision:** The mean for this dimension is (4.267), the standard deviation is (0.458), and the coefficient of variation is (10.73%). That indicates the effectiveness of vision guidance and positive interaction by Iraqi media network managers.

**2.5.2 Mission:** The mean for this dimension is (4.333), with a standard deviation of (0.523) and a coefficient of variation of (12.08%). The results indicate a clear interest from the network managers in conveying a mission that aligns with their vision, suggesting strong communication and interaction within the team.

**2.5.3 Strategic Goals:** The mean is (4.033), the standard deviation is (0.550), and the coefficient of variation is (13.63%). Data analysis shows a clear awareness among network managers regarding the importance and appropriateness of setting strategic goals, reflecting a vision focused on achieving development and progress.

**2.5.4 Strategic Analysis:** The mean is (3.533), the standard deviation is (0.743), and the coefficient of variation is (21.03%). The results indicate an elevation in the level of strategic analytical efforts by the managers.

**2.5.5 Flexibility:** The mean is (3.767), the Standard Deviation (0.753), Coefficient of Variation (19.99%). The analysis indicates a high degree of flexibility in managing the Iraqi media network.

**2.5.6 Responsiveness:** The mean is (3.667), the standard deviation is (0.588), and the coefficient of variation is (16.02%). The analysis suggests a high availability of responsiveness and interaction by network managers to address challenges and deal with variables.

**2.5.7 Adaptability:** The mean is (3.633), the standard deviation is (0.667), and the coefficient of variation is (18.36%). Adaptability indicates a high availability of adaptation and improvement in dealing with the transformations in the media environment by Iraqi media network managers.

**2.5.8 Obstacles and Constraints:** The mean is (3.800), the standard deviation is (0.862), and the coefficient of variation is (22.68%). Network managers demonstrate the ability to identify and understand the obstacles and constraints facing the achievement of network goals.

**2.5.9 Priority Estimation:** The mean is (4.067), the standard deviation is (0.863), and the coefficient of variation is (21.23%). The analysis indicates that managers of Iraqi media networks are careful in clearly and thoughtfully identifying priorities.

**2.5.10 Alternatives:** Mean (3.733), Standard Deviation (0.704), Coefficient of Variation (18.85%). The analysis indicates high efforts in proposing alternatives.

**2.5.11 Programs:** Mean (3.667), Standard Deviation (0.617), Coefficient of Variation (16.83%). The analysis shows high efforts in positioning programs to achieve strategic objectives.

**2.5.12 Procedures:** Mean (4.000), Standard Deviation (0.756), Coefficient of Variation (18.90%). Analysis suggests a high appreciation by Iraqi media network managers for the proposed procedures.

**2.5.13 Timeline:** Mean 3.233, Standard Deviation (0.729), Coefficient of Variation (22.54%). Analysis reveals a tendency towards specifying a moderate time limit for implementing the strategy.

**2.5.14 Success Indicators:** Mean (3.700), Standard Deviation (0.493), Coefficient of Variation (13.32%). The analysis indicates a moderate interest among Iraqi media network managers in identifying and evaluating success indicators. All strategy components have received outstanding responses, surpassing the mean, indicating a high level of importance attributed to the strategy by the surveyed sample, emphasizing the significance of evaluation.

### **2.6.1 Results and Analysis of Hypothesis Testing**

The research hypotheses were tested using the descriptive analysis method and statistical methods. The tests included the use of a one-sample t-test at a significance level of (0.05), according to the decision rule that accepts the hypothesis if the calculated t-value exceeds the critical t-value of (1.97). The results of the core hypothesis test showed significant differences between the operational paragraphs of formulating the strategy regarding the agreement of the research sample on the proposed strategy.

Table (3) shows that the t-test for the average scores of the proposed strategic paragraphs with the hypothetical average (3) indicated a t-table value of (1.97) at a significance level of (0.05), which is higher than (0.05), suggesting a high agreement of expert responses on the proposed strategy. If the value were lower, it would indicate a tendency not to agree on this dimension. The results were as follows:

1- The test for paragraph (1) on vision showed a t-value of (36.101) with a significance of (0.00), which is less than (0.05), indicating agreement. That means that the research sample strongly agrees with the validity of the vision statement.

2- The test revealed that in paragraph (2), the significance level (p-value) for the test statistic (t) is (32.073) at a significance level of (0.000), which is less than (0.05). That indicates a sample bias toward accepting the validity of the mission statement.

3- In paragraph (3), the test shows that the strategic objectives have a test statistic (t) value of (28.407) with a significance level of (0.000), which is less than (0.05). That suggests a strong inclination in the research sample to strongly agree or agree on the validity of the strategic objectives.

4- For paragraph (4), the strategic analysis exhibits a test statistic (t) value of (18.412) with a significance level of (0.000), less than (0.05), indicating a strong agreement within the research sample regarding the accuracy of the strategic analysis.

- 5- In paragraph (5), the flexibility statement has a test statistic (t) value of (19.379) with a significance level of (0.000), less than (0.05), implying a high inclination in the research sample to strongly agree or agree strongly on the validity of the flexibility statement.
- 6- The test in paragraph (6) on the response indicates a test statistic (t) value of (24.169) with a significance level of (0.000), less than (0.05). That signifies a strong agreement or inclination in the research sample regarding the validity of the response statement.
- 7- In paragraph (7), the adaptation statement shows a test statistic (t) value of (21.089) with a significance level of (0.000), less than (0.05). That means there is a strong agreement or strong inclination in the research sample regarding the validity of the adaptation statement.
- 8- The test revealed that in paragraph (8), the obstacles, the value of (t) = (17.076) with a significance of (0.000), which is less than (0.05). That indicates a strong inclination of the research sample to agree or strongly agree about the validity of the obstacles statement.
- 9- The test showed that in paragraph (9), the priorities, the value of (t) = (18.245) with a significance of (0.000), which is less than (0.05). That means that the research sample tends to agree or strongly agree about the validity of the priorities statement.
- 10- The test showed that in paragraph (10), the alternatives, the value of (t) = (20.546), with a significance of (0.000), which is less than (0.05). That suggests a strong inclination of the research sample to agree or strongly agree about the validity of the alternative statement.
- 11- The test showed that in paragraph (11), the programs, the value of (t) = (23.008), with a significance of (0.000), which is less than (0.05). That indicates a strong inclination of the research sample to agree or strongly agree about the validity of the program's statement.
- 12- The test showed that in paragraph (12), the procedures, the value of (t) = (20.494) with a significance of (0.000), which is less than (0.05). That suggests a strong inclination of the research sample to agree or strongly agree about the validity of the procedures statement.
- 13- The test showed that in the timeline paragraph, the value of (t) = (17.186) with a significance of (0.000), which is less than (0.05). That indicates a strong inclination of the research sample to agree or strongly agree about the validity of the timeline statement.
- 14- The test showed that in paragraph (14), success indicators, the value of (t) = (29.078) with a significance of (0.00), which is less than (0.05). That means that the research sample strongly agrees regarding the accuracy of the success indicators statement.

**Table 3:** Analysis of the t-test for the strategy items

The decision	Moral	Degree of freedom	t-test value	Dimensions	sq
Statistically significant	0.000	14	36.101	Vision	X1
Statistically significant	0.000	14	32.073	The mission	X2
Statistically significant	0.000	14	28.407	Strategic goals	X3
Statistically significant	0.000	14	18.412	Strategic analysis	X4
Statistically significant	0.000	14	19.379	Flexibility	X5
Statistically significant	0.000	14	24.169	Response	X6
Statistically significant	0.000	14	21.089	Adaptation	X7
Statistically significant	0.000	14	17.076	Obstacles and limitations	X8
Statistically significant	0.000	14	18.245	Estimate priorities	X9
Statistically significant	0.000	14	20.546	Alternatives	X10
Statistically significant	0.000	14	23.008	Programs	X11
Statistically significant	0.000	14	20.494	Procedures	X12
Statistically significant	0.000	14	17.186	Time horizon	X13
Statistically significant	0.000	14	29.078	Indicators of success	X14
N=14		Sig.=0.05		t =1.97 Tabulation	

**Table (3)** illustrates the hypothesis test among the research sample responses regarding the evaluation proposed strategy and its sub-dimensions.

### 3. Discussion of Results :

- 1- The research found acceptance and clarity among managers regarding the proposed strategic plan in all its dimensions, with a high inclination from both managers and experts. That is confirmed by the high percentages in the survey responses across all dimensions, indicating that the proposed strategic vision aligns steps towards achieving the future direction of the Iraqi media network. It is in line with the discussed and agreed-upon strategy by the formulation team.
- 2- There is a high inclination among managers and experts, as indicated by the percentages in the survey responses across all dimensions.
- 3- The results of the environmental analysis show that monitoring strengths and weaknesses of the organization, opportunities, and threats did not fully meet the expectations of media, administrative, and expert leadership. Administrators should bear the responsibility for implementation, and there was an acceptable inclination towards strengths and agreement.
- 4- The media leaders in the Iraqi Media Network emphasized strategic planning and departure from traditional planning by highlighting the network's mission and clarifying its goals by analyzing the internal and external environment to reach the best strategic option.

### 4. Conclusion:

The study presented the strategic document, which adopted a scientific approach to identify the strengths, weaknesses, opportunities, and threats that face the organization. The study recommends the adoption of this document in the work, especially as it aligns with the reality of the Iraqi media network, evolving from its operations. That can be implemented through the plans set by each directorate, including:

1- It is evident that the vision responds to the requirements of the Iraqi media network and paints a realistic achievable picture, reflecting the network's culture. Therefore, the study recommends:

2- Adopting the proposed strategic vision.

The strategic formulation should review the process of assessing the internal strengths and weaknesses of the organization, as well as external opportunities and threats. That should be reanalyzed to provide a clear picture of the environment.

3- All personnel in the media network should be familiarized with the content of the mission to motivate them for Complete comprehension. The proposed mission should be transformed into plans, policies, and work programs.

4- Continuation of the annual implementation of the strategic plan based on the performance of annual action plans for all departments and sections.

5- Distribution and dissemination of the strategic plan as a process through which the contents, summaries, and results of its implementation are shared among all directorates.

6- Commitment of the administration to take charge of programs related to the plan, reviewing, disseminating, implementing, monitoring, and providing necessary resources.

7- Establishing a department for strategic planning and evaluation in the Iraqi media network to measure the impact and level of accomplishment and implementation of strategic plans. This department should be responsible for coordinating between departments and affiliated agencies within the network.

### Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

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## تقييم الاستراتيجية المقترحة لشبكة الاعلام العراقي للمدة من (2024 - 2028)

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### مستخلص البحث:

يهدف البحث للاستفادة من المميزات الناتجة من التكامل بين استخدام نظرية القيود في إدارة المشاريع الإنشائية لمعالجة التلّكؤ في وقت انجاز المشروع كذلك استخدام التحليل الضبابي لمعرفة الأهمية المقدرّة عن طريق الاوزان للقيود الأساسية في المشاريع. تتمحور مشكلة البحث حول أمرين أساسيين: الأول، استخدام الأساليب القديمة أو الاعتماد على خبرة العاملين دون مراعاة استخدام التقنيات المحوسبة الحديثة، وعدم تسليم المشروع بالوقت المحدد. تعتمد مشاريع البناء خمسة أنواع أساسية (تقييد التكلفة، تقييد الوقت، القيود الإدارية والقانونية، القيود الفنية والتصميمية، والقيود البيئية) وقد أجريت دراسة ميدانية من خلال تحليل (مشروع إنشاء مجمع سكني في قائمقامية قضاء المدائن - بسماية). واقترح الباحثان منهجية مكونة من ثلاث مراحل، في المرحلة الأولى تم استخدام نظرية الأنشطة المتسارعة وتطبيقها على جميع الأنشطة التي يمكن تنفيذها في نفس الفترة، ثم المرحلة الثانية من المنهجية المقترحة والتي من خلالها تم استخدام نظرية الأنشطة المتسارعة عملية التحليل الهرمي (FAHP) لحساب أهمية القيود. وأخيراً البدء بالمرحلة الثالثة، والتي تم من خلالها استخدام المنطق الضبابي لحساب المدة المقترحة والتكلفة التي تضاف لكل نشاط حتى يتم تنفيذ المشروع وتسليمه في الأوقات المتفق عليها.

وبعد تطبيق المنهجية المقترحة هناك انخفاض في زمن الانتهاء بنسبة تصل إلى (23%).

نوع البحث: ورقة بحثية

المصطلحات الرئيسية للبحث: ادارة مشاريع , نظرية القيود , ادارة المشاريع المتسارعة , عملية التحليل الهرمي الضبابي, علاقة الكلفة والوقت, المنطق الضبابي.