

Digital Marketing and its Role in Promoting Strategic Entrepreneurial Projects

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Abstract: **Research purpose:** The research aims to identify the relationship between digital marketing and strategic entrepreneurial projects in the Iraqi private sector (Middle Euphrates region), in light of the current environmental conditions facing these projects.

Research design: The research was designed to adopt the descriptive analytical approach. Data were collected through a questionnaire distributed to the researched projects, numbering (34) projects, based on the statistical analysis program (Smart Pls.23).

Results: The results showed the existence of many statistical relationships between the research variables studied, represented by digital marketing and entrepreneurial projects, which were provided by descriptive statistics for the main and sub-variables, in addition to statistical tests of the hypothetical research plan, which includes testing statistical hypotheses between the research variables at the level of the whole and the part. The study also concluded that digital marketing achieves a large market share in the environment in which the researched entrepreneurial projects operate. By following modern methods that involve digital marketing, the world has become a small virtual digital village. These projects provide advanced products and services. The research found that there is an influential relationship between the digital marketing research variables and the entrepreneurial projects studied.

Originality / Value: The research aims to bridge the knowledge gap between the variables studied in the dynamic environment of entrepreneurial projects by using digital marketing and its approach to competitiveness in the entrepreneurial industry.

Key words: Digital Marketing; Strategic Entrepreneurial Projects; Entrepreneurial Projects in the Iraqi Private Sector.



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1. Introduction.

Small projects play a major role in strengthening the economies of the countries of the world, as they include a number of essential facts, especially in light of the technological development at present, as the world has recently witnessed a number of challenges, including political, security and health challenges in light of the Corona pandemic, which led to the paralysis of economic movement in the entire world, as digital transactions took their role. The real thing in light of this pandemic is providing services in all educational, health, security, political and economic fields. As digital transformation currently contributes significantly to increasing the competitiveness of all projects, especially since digital transformation involves moving to new advanced technological models that bring about a qualitative shift in the operations of pioneering projects that play a pivotal role in enhancing operational policies in the country by supporting and developing the country's economic growth, providing job opportunities, and confronting the unemployment that is increasing day after day, according to the official unemployment index in the country. Despite the available potential represented by this sector in the country, projects operating in this field face many challenges and difficulties in light of the current circumstances that the country is going through, and given the importance of these projects in Iraq, especially after the events of 2003, where these projects began to increase and spread in most parts of the country, to meet the country's needs, since the Iraqi economy is a rentier economy that depends on goods and services imported from countries of the world, especially neighboring countries, scientific and research attention must be paid to these projects by the government and scientific and research institutions, and here it is necessary to point out digital marketing, which has become an essential part of growth strategies and achieving loyalty to customers or communities. The Internet and digital marketing have become important factors in strategic entrepreneurial projects that seek to achieve campaigns that attract communities, including customers, and retain them. The research sought to study the topics of digital marketing and the topic of entrepreneurial projects through all data and information about the research sample via the questionnaire designed for this purpose, as digital marketing in its dimensions represents marketing through online advertising, email marketing, social media marketing, text message marketing, affiliate marketing, and search engine optimisation. This, in turn, achieves the leadership of projects in the country to improve their reality in local markets and to confront the threat of foreign products and goods. The research included a number of main points that focused on the research structure adopted in the theory that pertains to the research topics of digital marketing and entrepreneurship, in addition to addressing previous contemporary cognitive efforts related to the research topics, and the research presented a number of conclusions and recommendations inspired by the applied aspects of the research in light of the use of advanced statistical methods.

2- Theoretical review:

1-2 Digital Marketing :

With the major changes that have occurred in the global business environment and the various challenges that most organizations have been exposed to in a fundamental way and in various fields, the most important of which are the rapid technological changes that were one of the major challenges, all of this called for the emergence of new methods in the business environment to address these challenges, as the emergence of digital marketing resulted in the use of digital marketing to a major change in how organizations reach their customers (Mehmet , 2022: 2580), and the concepts of digital marketing have varied according to the visions of researchers, some of

whom believe that digital marketing is almost all marketing activities that take place online, which represents all digital communication and promotion channels that organizations can use to communicate with existing and potential customers, and often use different terms synonymous with digital marketing, including electronic marketing and online marketing (Belias et al., 2023: 689), While another sees digital marketing as the manufacturers themselves who provide the right answer to the needs and interests of consumers and producers in how to reach and engage consumers through the value of information to seize opportunities in new marketing (Agus et al., 2022: 1)), another sees digital marketing as a set of practices that include the use of digital communication channels, such as websites, search engine marketing, digital advertising, social media, email, and mobile phones in order to gain relationships with customers and retain them (Justina & Sally, 2022: 266) , Another researcher believes that digital marketing is the opening of new sales channels that increase the competitiveness of different manufacturing organizations to achieve adaptation between direct sellers to unstable conditions in the work environment (Adrián et al., 2022: 2), in addition to what was mentioned that digital marketing is of great importance in the field of business, as digital marketing provides new ways to reach, inform and engage with customers and provide products and services and sell them to customers, which has become very important through social media and mobile very quickly in the daily lives of millions of people in different global markets (Juran et al., 2021: 552), and these activities lead to collective digital marketing, and the increased use of these activities enhances the marketing skill acquired from the experiences adopted for different marketing channels (Daphne et al., 2022: 48), and here we see that Internet culture has developed in four different eras, including cooperative systems, market systems, traditional systems, co-creation systems and consumer market systems. Each of these has a particular appeal for consumer and organisational representations. It is also clear that the interplay of systems underscores our analysis that the connections between systems are a kind of culture of use to digital marketing in practice for business organisations (Laurent, 2019: 2). The primary value of these digital technologies in the context of digital marketing is their adaptability and the ability to facilitate rapid communication across the globe. These platforms, including Twitter, Facebook, and Instagram, have been incorporated into the digital marketing strategies of numerous organisations, thereby becoming the foundation of these organisations. Spending on social media procedures increased by (18% in 2018 to 20% in 2019) Luis, 2021: 2), and searching for purchase information is often summarised as a purchasing behavior from the basic activities of different organisations through digital marketing and in describing the search for information by the customer is the action taken in order to obtain all sources of information relevant to purchasing decisions, and often involves the consumer looking at data from different sources, as purchasing behavior is characterised as a complex process of searching for information and purchasing naturally through marketing communication means or marketing channels(Julian, 2018: 73).

2-2 The importance of digital marketing:

Digitisation is one of the most important areas of interest in this century and has become a compelling variable in organising and changing customer trends and relational communications, business organisations, commercial and public businesses, and also in the availability of diverse content and interaction that allows fluidity and personality in communications with consumers who use digital resources (Belma et al., 2023: 186)), where digitisation has attracted digital tools for managing organisations to a large extent in the work of organisations as it is the front and decisive interface for the success of the organisation, when the idea of projects for organisations is launched in its initial forms as it represents in its form the values of the project and stakeholders in the projects of organisations basically (Sebastian et al., 2023: 91)), in addition to that, digital technology has transformed the world by creating a new qualitative shift in marketing strategy and changing the structure of industries and developing a full range of opportunities and threats facing digital marketing and digital tools such as websites, mobile applications and social media that

attract new consumers and improve customer service, enhance operational efficiency and thus increase revenues to organisations. (Ankita et al ,2020:1)

Digital marketing is increasing the competitiveness of organisations, including collective digital marketing activities such as adopting and updating collective websites and social media pages that provide opportunities in this regard and the extent to which activities are employed in their various forms. The basic benefits of digital marketing in organisations related to electronic marketing channels are wide-ranging, including its ability to increase sales, reduce costs, build customer vision, develop customer relationships, add value and enhance the organisation's brand (Justina & Sally, 2022: 266). The importance of digital marketing is represented by the type of data collected from various sources online, the purchases made by users, and their studied digital habits or behaviors. In order to increase the chances of success in digital and social media platforms, organisations must identify unexpected patterns using artificial intelligence (AI) or machine learning (ML) techniques to learn about customer behaviors when using different marketing channels to reach the target audience (Jose, 2021: 92).

3-2 Dimensions of digital marketing :

Dara (2016) identified the dimensions of digital marketing, as all of these forms work through electronic devices (Dara, 2016: 291). As follows:

1- Marketing through online advertising: Online advertising is a very important part of digital marketing. It is also called online advertising, through which the project can deliver the message about the products or services to the customers.

2- Email Marketing: In email marketing, a message promoting a product or service is sent to an existing or potential customer via electronic mail.

3- Social Media Marketing: Social media marketing stands as a critical component of contemporary digital marketing strategies. This is a digital platform that enables individuals to generate and share concepts, information, and visuals related to a company's offerings, incorporating social media marketing networks such as Facebook, Twitter, LinkedIn, and Google.

4- Text message marketing: It is a means for smartphones and other mobile devices to communicate information about goods and services. The business can send text messages (SMS), images, videos, or audio messages (MMS) via phones.

5- Affiliate Marketing: Affiliate marketing is a form of performance-based marketing. In this form of marketing, the organisation compensates affiliates for each visitor or customer they generate through their marketing initiatives on behalf of the organisation.

6- Search Engine Optimisation: Search Engine Optimisation, or SEO, is the process of changing how a website or web page shows up in a search engine's "natural" or "free" search results.

4.2 Strategic entrepreneurial projects:

The term entrepreneurship is derived from the French word (entrepreneur) and the German word (Unternehmen). In contrast, entrepreneurship appeared as a concept in the writings of the economist Richard Cantillon (1680-1734) as a type of personality willing to establish a new project or institution and bear full responsibility for uncertain results. The credit for developing a broad definition of the concept of entrepreneurship goes to the economists (Joseph Schumpeter Frank Knight), who defined entrepreneurship as the process of innovating and developing new ways and methods to exploit commercial opportunities. However, this term has been addressed by many researchers and writers in different formulations. Still, everyone agrees on the content that entrepreneurship is a term based on creativity and creating new ideas, developing or innovating production processes or creating marketing tools capable of developing and growing economies (Al-Tamimi and Nimah, 2021: 19). The entrepreneurial project is considered the first link in

building entrepreneurial institutions and organisations for entrepreneurs in all walks of life. Small projects are able to enter the business world if they are properly established and supported by entrepreneurs to advance and grow and be able to enter the business world (Al-Qudat, 2020: 5).

There is a clear overlap between entrepreneurial projects and small projects, but the entrepreneurial project is distinguished from the small project by a set of characteristics, as the entrepreneurial project is built on innovation and creativity, and this innovation may be in the form of providing a new technology or service or innovation in the field of marketing, distribution or organisation. In addition to the project's ability to grow and the presence of long-term strategic goals (Mashni, 2018: 29). Entrepreneurial projects are endeavours undertaken by entrepreneurs to identify, assess, and cultivate potential opportunities for the necessary entrepreneurial projects. Pickernell et al. (2011) investigated the performance of entrepreneurial projects in terms of financing, public support, and other external resources (Shao et al., 2020: 1331). The entrepreneurial project is one of the concepts in the field of entrepreneurship that is difficult to understand in terms of concept and application, such as vision, skills, intention, or even opportunities (Asquin et al., 2011: 7). The project embodies a process of rationalisation grounded in observation and surveillance. The entrepreneurial project is a dynamic idea; a successful initial project materialises as an organisation that formulates it partially to align with environmental demands. The initiative entails the development of knowledge and relationships through foresight. The entrepreneurial initiative is characterised as a time-bound endeavour to create a product or service. The project is a time-constrained endeavour aimed at developing a product or service, comprising three fundamental interrelated components: tasks, resources, and time. The project may also refer to a description of an undertaking, construction, or production, while design denotes the process of actualising the project (Kadmiri et al., 2021: 207).

5.2 The importance of strategic entrepreneurial projects :

Entrepreneurship projects are recognised as viable sectors in both emerging and developed nations, attributed to various benefits, including the utilisation of straightforward technology, minimal financial investment, and their fundamental role in the formation of large enterprises capable of accessing global markets. Small and medium enterprises contribute significantly to the economy, accounting for 50% of Jordan's GDP, 48% of Morocco's GDP, 40% of India's GDP, 61% of South Africa's GDP, and 95% of Palestine's GDP (Al-Habil & Thabet, 2019:1). Both project investments and entrepreneurial projects are considered strong catalysts for economic prosperity and social progress at the micro and macro levels. However, these projects and investments come with their inherent challenges and risks; in fact, both involve anticipating the future and thus the possibility of deliberating and making decisions about the future and choosing the means to achieve the ends (Fonrouge et al., 2018:2). As many studies show, entrepreneurial behavior is crucial for economic development, entrepreneurial behavior values creativity, takes risks, and is based on an informal organisational structure concerned with formulating strategies and identifying opportunities (Paiva & Tadeu, 2015:6). In the present day, entrepreneurs are a critical component of the economy and the business world. They are instrumental in the employment of a growing number of unemployed youth and graduates. The role of entrepreneurship has expanded as a result of the public and private sector's inability to generate an adequate number of employment opportunities to accommodate a significant number of graduates and youth. In recent years, we have observed a rise in the interest of a variety of governments in regulating the entrepreneurial sector and enacting regulations and laws to govern it. International experiences that have clearly demonstrated the importance of successful entrepreneurial projects and the role they have played in raising and supporting the economies of these countries have further reinforced the interest in entrepreneurship in Palestine, particularly under the Israeli occupation, siege, and closure in the Palestinian territories (Wael., 2021:92).

6.2 Dimensions of strategic entrepreneurial projects :

A relatively comprehensive model for assessing entrepreneurial initiatives in a complex multidimensional environment has been developed in contemporary literature. To select effective projects that are incubators for entrepreneurial businesses, six dimensions have been identified for evaluating project entrepreneurship (Shao et al., 2015:1332).

1- Team quality: The quality of the entrepreneurial team is the determining factor in the success of an entrepreneurial endeavour. The calibre of the team can be evaluated through a variety of indicators, and writers and researchers have expressed varying perspectives on them. According to İrengün and Arikboğa (2015), societies should prioritise the development of entrepreneurs who exhibit professionalism, entrepreneurial enthusiasm, and a spirit of adventure while also underscoring the significance of collaboration and leadership.

2- Entrepreneurial Ability: The capacity to operate successfully is the foundation of any entrepreneurial endeavour, and it is contingent upon entrepreneurial ability. Entrepreneurial ability is essentially the skills and capabilities required. The more entrepreneurs are able to integrate resources, the more economic value they can create.

3- Business Model: A business model is a production system that converts the entrepreneur's creativity into a business concept and subsequently refines it into a creative combination. This is where the business model must deliver value to customers. In which companies offer products or services that provide value to consumers, value creation is the essence of any business. Sustainable startups capture new opportunities in the market based on new products.

4- Marketing Environment: A good marketing environment includes the stable survival and development of entrepreneurial projects. Artificial intelligence, big data, Blockchain, and other technological applications represent the sector's future developmental trajectories. These technologies offer insights and direction for entrepreneurs to initiate a firm. Finkle and Deeds (2001) assert that entrepreneurs ought to select ventures that fulfil market demands, as such projects are more readily incubated and favoured by investors.

5- Financial environment: The project requires initial, mid-stage, and late-stage financing for sustainability. Companies necessitate financial support at the inception of their operations, with numerous entrepreneurs establishing businesses in industrial contexts to secure external funding, which is contingent upon the enterprise itself. A disparity exists between low-wealth and high-wealth enterprises in accessing external financing. Initial funding and financing for future projects serve as indicators of the financial landscape.

6- Business environment: The incubation and development of the project are inextricably linked to the assistance of external resources during the initial stages of the project. Sustainable development policies have heightened the public's attention to sustainable development initiatives. The sustainable strategy positively influences the social and economic values of new initiatives. According to Neumeyer and Santos (2018), sustainable business models are not only business models, network theories, and ecosystems but also supportive ecosystems for entrepreneurship that differ from traditional business models.

3. Previous studies:

This paragraph discussed a number of previous contemporary studies on the research variables represented by digital marketing and small business leadership to review the latest findings of these studies on research topics to enhance the research joints with opinions and suggestions.

4. Research methodology:

Descriptive, exploratory, or explanatory research methodologies may be implemented. These methods are contingent upon the topic, discipline, phenomenon in question, and other influences

and expectations that are influenced by economics, research, reliability issues, the researcher's inclination, researchers' expectations, and institutional procedures. Research models determine the rationale for adhering to a specific research methodology over another. The researcher's methodology is either driven or determined by the most important, practical, and philosophical necessities. The models used also depend on the maturity and experience of the researcher (Sakyi et al., 2020: 301). The research used the descriptive research method. Descriptive research is where a lot of data is collected about variables and measured to reach causal relationships. Figure (1) shows the hypothetical research model.

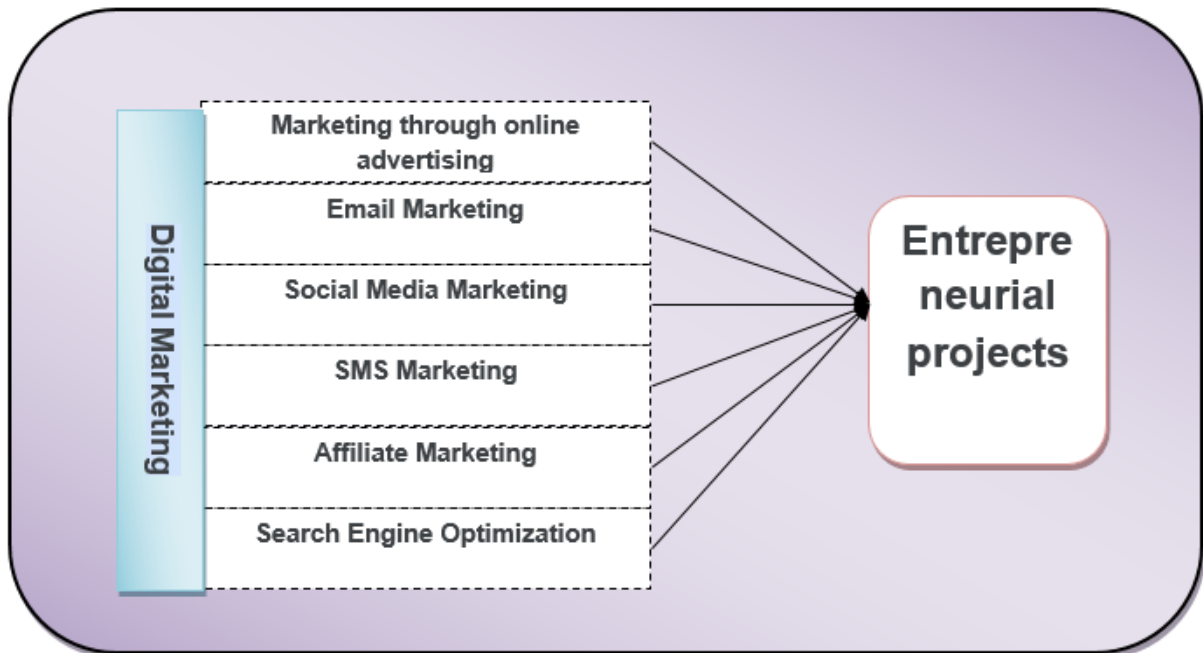


Figure (1) Hypothetical research model

1.4 Research problem :

Entrepreneurial projects play a fundamental role in supporting the country's economy by providing job opportunities and reducing unemployment rates, as well as providing the community's needs for goods and services. These projects have been suffering from a lack of interest and weak government support in recent years, especially since the country is witnessing somewhat unstable security, political and economic conditions, which has led the country to import goods and products that Iraqi society needs instead of manufacturing them domestically, despite the availability of raw materials and labour. Hence, the problem of researching how to enhance entrepreneurial projects and attract customers to them and the demand for local products instead of foreign ones through digital marketing in enhancing strategic entrepreneurial projects in the country's private sector emerged.

2.4 Research questions:

The research included a number of research questions that can be answered in light of the statistical tests of the data collected from the research community and sample. The research questions were as follows: Main question: What is the impact of digital marketing in promoting strategic entrepreneurial projects in Iraq? From this main question, several sub-questions emerge from it, the most important of which are :

- 1- What is the reality of digital marketing with its dimensions in the strategic entrepreneurial projects studied?
- 2- What is the reality of entrepreneurship with its dimensions in the strategic entrepreneurial projects studied?
- 3- What is the impact of digital marketing with its combined

dimensions in the strategic entrepreneurial projects studied? 4- What is the impact of digital marketing with its sub-dimensions in the strategic entrepreneurial projects studied?

3.4 Society, sample and research methodology:

The sample aims to select a part of the components and elements of the researched society so that it is valid from the scientific and statistical aspects to reach conclusions and recommendations that benefit the society, as the research sample included strategic pioneering projects in the private sector (Middle Euphrates region) amounting to (34) projects. These projects operated within the same industry that supplied the country with local products.

4.4 Research justifications:

The starting point of the research was represented in the researchers' attempt to explore the real reality of the research variables represented by digital marketing and entrepreneurial projects in terms of reality and role in entrepreneurial projects in the country's private sector (entrepreneurial projects in the Middle Euphrates region as a model). Here, it comes within the framework of several justifications, the most important of which are :

1. Scarcity of studies (theoretical and applied) in the field of digital marketing and its role in promoting strategic entrepreneurial projects in the country. The phenomenon of strategic entrepreneurial projects and the mechanisms that embrace them are modern and contemporary topics due to their great importance in supporting the sustainable development of the country.
2. The phenomenon of strategic entrepreneurial projects and the mechanisms that embrace them are modern and contemporary topics due to their great importance in supporting the sustainable development of the country.
3. Societies have a weak interest in establishing and forming strategic entrepreneurial projects, as well as weak support in general for these projects in terms of financing and investment.
4. Strategic entrepreneurial projects contribute to supporting the country's economic movement by reducing the unemployment rate, as well as providing products and services instead of importing in hard currencies.

5.4 Developing and testing hypotheses:

When conducting a hypothesis test, we must decide the true situation based on the calculations made with a representative sample of data. The accepted standard significance level is (0.05). That is, the probability of error when rejecting (H_0) when the latter is true should not exceed (5%) to reject or accept the hypothesis (Ruiz et al., 2010: 267). Analysis and presentation of the results will be conducted, as it is used to test causal models and requires us to formulate and use graphical representations of causal relationships, as graphic representations of the model are a means of presenting the results and also help us see what we want to say (Kothari et al., 2002: 377). In addition, it provides graphic representations of regression estimates between variables, as mentioned above. This information includes β coefficients)) (Devaus, 2002: 330). Which represents the estimates of each relationship (arrow) in the model, and this relationship expresses the regression estimates between the variables (Hair et al., 2010: 623). At first, statistical tests will be conducted for the research variables, and through these statistics, which are methods that help collect a set of data, summarise, display and analyse it (Berenson et al., 2012: 96), through which the researcher tries to obtain information about the reality of the researched phenomena, in relation to the research variables surrounding the phenomenon, as well as describing the extent of the sample's interest in the researched phenomenon (Verma, 2013: 29). The analysis of the mean and standard deviation was conducted and created by the program (Smart Pls) as shown in Table (1).

Table (1) Analysis of the mean, standard deviation and variance of the digital marketing research variable (N=34).

Model	Average	Standard deviation	Importance level	Variable order
Digital Marketing				
Online Advertising Marketing	2.82	1.13	0.56	4
Email Marketing	2.74	0.11	0.55	6
Social Media Marketing	3.10	1.15	0.62	3
SMS Marketing	3.53	0.78	0.71	2
Affiliate Marketing	3.60	0.96	0.72	1
Search Engine Optimisation	2.81	0.89	0.56	5
Overall Average	3.1	0.74	0.62	-

Source: Smart Plus.23 program outputs.

Table (1) shows the use of descriptive statistical methods to extract the desired results about the research community, entrepreneurial projects in Iraq (entrepreneurial projects in the Middle Euphrates region, private sector), the research sample of (34) projects, and it is clear from the results of the table above that the descriptive statistics for the independent dimension of digital marketing with its combined dimensions (marketing via online advertising, e-mail marketing, marketing via social media, marketing via text messages, affiliate marketing, search engine optimisation), the overall average of the digital marketing index was (3.1) with a standard deviation of (0.74) and a percentage weight of (0.62). Where the sub-variable (marketing via online advertising), which is the first indicator for measuring digital marketing, achieved an arithmetic mean of (2.82) with a standard deviation of (0.11) and a percentage weight of (0.56) and ranked number (4). The second sub-index (email marketing) achieved an arithmetic mean of (2.74) with a standard deviation of (0.11) and a percentage weight of (0.55) and ranked number (6). The third sub-index (social media marketing) ranked number (3), achieving an arithmetic mean of (3.10) with a standard deviation of (1.15) and a percentage weight of (0.62), and the fourth sub-index (text message marketing) ranked number (2), achieving an arithmetic mean of (3.53) with a standard deviation of (0.78) and a percentage weight of (0.71). At the same time, the indicator (affiliate marketing) ranked number (1) among the remaining sub-indicators of the digital marketing variable, achieving an arithmetic mean of (3.60) with a standard deviation of (0.96) and a percentage weight of (0.72). Finally, the last indicator (Search Engine Optimisation) achieved the rank No. (5) as it achieved an arithmetic mean of (2.81) with a standard deviation of (0.89) and a percentage weight of (0.56). Through this data, it became clear to us that entrepreneurial projects in the private sector have a very great interest in affiliate marketing, marketing via text messages and social media to introduce their audience of current and future customers to their products and services, and this is what is indicated according to the statistical analysis of the digital marketing variable.

Table (2) Analysis of the mean, standard deviation and variance of the research variable strategic entrepreneurial projects (N=34).

Model				
Strategic entrepreneurial projects	Average	Standard deviation	Importance level	Variable order
Quality of work team	3.40	1.05	0.68	2
Entrepreneurial ability	2.31	0.08	0.46	6
Business Model	2.85	0.97	0.57	4
Marketing environment	3.12	1.23	0.62	3
Financial environment	3.48	0.91	0.70	1
Business environment	2.58	1.09	0.52	5
Overall Average	3.00	0.89	0.59	-

Source: Smart Plus.23 program outputs.

The results of Table (2), which shows the results of the descriptive statistics to extract the results of the research community represented by the strategic entrepreneurial projects in Iraq (the entrepreneurial projects in the Middle Euphrates region, the private sector), confirmed the research sample of (34) projects. It is clear from the table above that the descriptive statistics for the dependent dimension of the strategic entrepreneurial projects with their combined dimensions (the quality of the work team, the ability to lead, the business model, the marketing environment, the financial environment, the business environment), the overall average of the strategic entrepreneurial projects index in the private sector was (3.00) with a standard deviation of (0.89) and a percentage weight of (0.59). Where the first sub-index (the quality of the work team), which is the first indicator for measuring entrepreneurial projects, achieved an arithmetic mean of (3.40) with a standard deviation of (1.05) and a percentage weight of (0.68) and ranked number (1). The second sub-index (entrepreneurial capacity) achieved an arithmetic mean of (2.31) with a standard deviation of (0.08) and a percentage weight of (0.46) and achieved rank number (6). The third sub-index (business model) achieved rank number (4), where it achieved an arithmetic mean of (2.85) with a standard deviation of (0.97) and a percentage weight of (0.57). The fourth sub-index (marketing environment) ranked number (3), where it achieved an arithmetic mean of (3.12) with a standard deviation of (1.23) and a percentage weight of (0.62). The indicator (financial environment) achieved rank number (1) among the remaining sub-indicators of the entrepreneurial projects variable, where it achieved an arithmetic mean of (3.48) with a standard deviation of (0.91) and a percentage weight of (0.70). Finally, the last indicator (business environment) achieved rank number (5) as it achieved an arithmetic mean of (2.58) with a standard deviation of (1.09) and a percentage weight of (0.52). We conclude from this data that strategic entrepreneurial projects in the private sector are truly and fundamentally concerned with the financial and marketing environment as well as the quality of the work team to be cohesive with the human resource working for them within a marketing environment that witnesses rapid competition, taking into consideration the financial position to finance these strategic projects to be entrepreneurial.

6.4 Testing research hypotheses:

- **The first main hypothesis: H1:** There is a significant relationship of influence between digital marketing and strategic entrepreneurial projects. - **The first sub-hypothesis: H11:** There is a significant influence relationship for marketing via online advertising in the strategic entrepreneurial projects studied. - **The second sub-hypothesis: H12:** There is a significant influence relationship for marketing via email in the strategic entrepreneurial projects studied. - **The third sub-hypothesis: H13:** There is a significant influence relationship for marketing via social media in the strategic entrepreneurial projects studied. - **The fourth sub-hypothesis: H14:** There is a significant influence relationship for marketing via text messages in the strategic entrepreneurial projects studied. - **The fifth sub-hypothesis, H15, shows that there is a significant influence relationship for affiliate marketing in the strategic entrepreneurial projects studied.** - **The sixth sub-hypothesis: H16:** There is a significant influence relationship between improving search engines in the strategic entrepreneurial projects studied.

model	Non-standard transactions		Standard Transactions	Path parameters	R ²	Tx	Morale level
	Beta coefficient	Standard error	Beta				
Digital Marketing	0.797	0.070	0.766	0.645	0.591	13.217	0.040
Online Advertising Marketing	0.541	0.056	0.661	0.425		15.478	0.000
Email Marketing	0.536	0.044	0.661	0.398		12.272	0.000
Social Media Marketing	0.597	0.067	0.661	0.348		8.915	0.000
SMS Marketing	0.465	0.094	0.661	0.401		4.931	0.000
Affiliate Marketing	0.397	0.056	0.661	0.478		7.150	0.000
Search Engine Optimisation	0.397	0.056	0.661	0.491		7.150	0.000

Source: Smart Plus.23 program outputs.

Table (3) shows the statistical analysis of the main hypothesis test and other sub-hypotheses to prove the hypothetical plan of the research, which includes the researched variables represented by digital marketing, the influential variable, symbolised by the symbol (X), and entrepreneurial projects, the responsive variable, symbolised by the symbol (Y) in strategic entrepreneurial projects in the private sector (Middle Euphrates region), the research sample of (34) projects, the main hypothesis was tested, which stated that there is a direct effect of digital marketing on strategic entrepreneurial projects in the private sector, and the formula of the hypothesis was to prove, i.e. the extent to which the hypothesis was valid or not, as the path coefficients for the main hypothesis and other sub-hypotheses were (H1, H12, H13, H14, H15, H16), where the path coefficients reached (0.645, 0.425, 0.398, 0.348, 0.401, 0.478, 0.491), respectively. All of them were significant at the level of (0.05). This is an indication of the validity of the main hypothesis and sub-hypotheses, which were able to explain the responding variable (strategic entrepreneurial projects) at the level of the whole and the sub-dimensions of the influential variable digital marketing. This is confirmed by the significant value of (X), and according to the (t) test, it reached a value of (Tx=13.217), which means that there is a presence of entrepreneurial projects

of 0.615)) when the value of entrepreneurial projects is equal to zero. As for the value of the marginal slope, it reached ($\beta=0.797$) and accompanying (X), it indicates that a change of (1) in digital marketing (X) will lead to a shift in (0.797) in entrepreneurial thinking (Y). The value of the coefficient of determination (R) indicated a coefficient of (0.633), which means that digital marketing (X) explains (0.633) of the variance in entrepreneurial projects. The path coefficients for these relationships were also proven, as shown in Figure (2) and Figure (3).

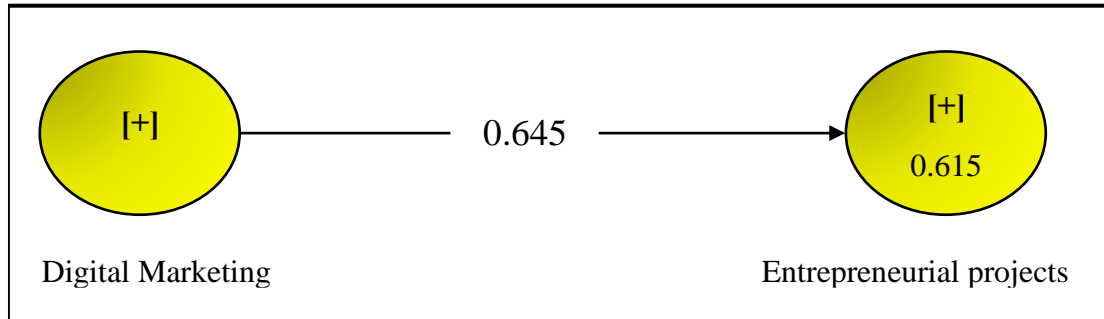


Figure (2) The structural model for testing the main hypothesis.

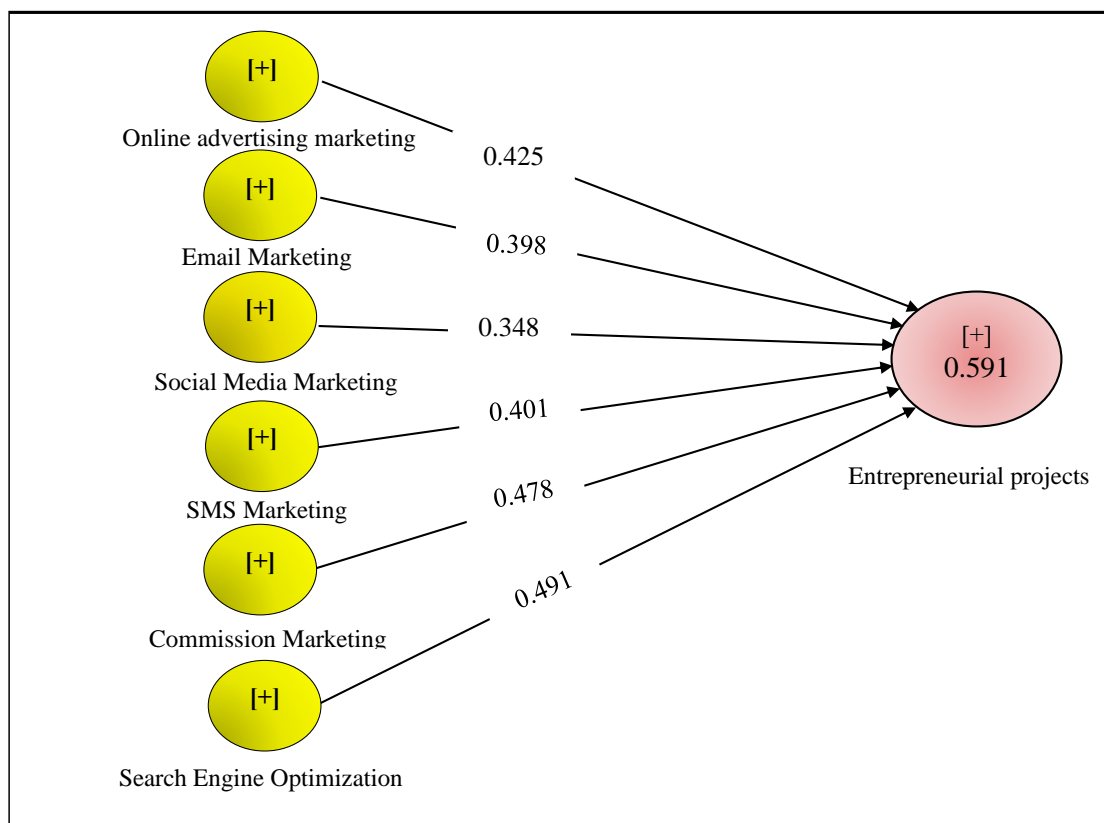


Figure (3) The structural model for testing the sub-hypotheses of the main hypothesis.

4. Results and discussion:

In this paragraph, we will discuss the results extracted through conducting the statistical test of the hypothetical plan, which includes two variables: the first is the influential or independent variable represented by digital marketing. In contrast, the second variable is the responsive variable or dependent variable, strategic entrepreneurial projects. The tests were divided into two sides: the first side was the tests for analysing descriptive statistics, while the second side included tests for the validity of the research hypotheses. The statistical tests included a number of results indicating the availability of the main sub-independent and dependent variables in the research community, as all the results of the descriptive statistics for the sub-variables varied and at certain rates. Most

of the results of the descriptive statistical analysis of the digital marketing variable confirmed that strategic entrepreneurial projects in the private sector (the Middle Euphrates region) are very interested, through the available information that was accurately obtained from the research community, that these projects are primarily interested in affiliate marketing, as they work to form a network of individuals that can make them agents and promoters of their products and services. To attract new customers and retain existing ones, the project rewards its affiliates for each visitor or customer it brings in. The project relies on selling its products and services to others to get a commission in return for this effort. Also, through the use of text messages on cell phones, i.e. projects use smartphones to promote their products and services to the public. Entrepreneurial projects send reminder messages to customers to inform them of the arrival of new products and encourage them to replace and renew their products or to market a new service or branch. The results also showed that entrepreneurial projects, with general agreement on interest and use of marketing via social media, ranked third in this regard, as these projects make the project available to the target audience to create and exchange ideas, information and images about the project's product or services. The project also used social media marketing networks (Facebook, Twitter, LinkedIn, Google). Strategic entrepreneurial projects as a dependent or responsive variable included six dimensions that came with statistically acceptable percentages, which indicate the availability of these variables in the research community of strategic entrepreneurial projects in the private sector, as the sub-variables of the entrepreneurial projects variable (financial environment, team quality, marketing environment) achieved the first, second and third places respectively, and this is evidence that strategic entrepreneurial projects pay great attention to financial environments and determining internal and external sources of funding, i.e. the work of private commercial entrepreneurial projects in industrial environments is to obtain external funding that they choose. That is, the strategic entrepreneurial project depends on financing to start operations and funding in the middle and late stages of the project in order to survive. In addition to operating within a good marketing environment that ensures stable survival and development of entrepreneurial projects, the entrepreneurial project uses intelligence, big data and other technical applications to contribute to achieving future growth, and the entrepreneurial project works with a team spirit to form effective teams to serve customers by emphasising the importance of leadership and teamwork to encourage entrepreneurs with professionalism, entrepreneurial enthusiasm and a spirit of adventure. In terms of the general arithmetic mean of the index and its subparagraphs compared to the arithmetic mean of the measurement tool adopted in the research. The results of the hypothesis testing showed a positive impact of the digital marketing variable on private-sector entrepreneurial projects. This impact is the result of the adoption of digital marketing by the researched entrepreneurial projects, which proves the validity of the research hypotheses. This shows that entrepreneurial projects use digital marketing channels to be proactive and pioneering.

5. Conclusions:

1. The research reached several conclusions that were drawn from the applied aspects after discussing the results, which can be summarised as follows: 1- The research reached the most important findings, including that entrepreneurial projects are interested in internal and external funding sources to finance new and existing projects.
2. The research concluded that strategic entrepreneurial projects are interested in marketing environments through studies and research related to the market to work on how to market their products and services according to the requirements of these specific marketing environments.
3. The results showed that there is a weakness in the field of search engine optimisation and email marketing, meaning that strategic entrepreneurial projects do not have safety standards for consumers who want a sustainable relationship with a brand and do not introduce the

public to this service, which is email marketing. There is a weakness in sending a message about products or services via email to the current or potential consumer.

5. It was found that there is a lack of interest in strategic entrepreneurial projects in light of the ability to lead entrepreneurship through the inability to lead entrepreneurship through the use of sustainable initiative and proactivity, in addition to not having the ability to continue and succeed through the required skills and capabilities, in light of the integration of resources to achieve the economic value that they can create in light of entrepreneurial initiatives.
6. The research concluded that there is no interest in these researched projects to establish an incubator for entrepreneurial projects and develop them by relying on external resources. And it does not work within networks and ecological systems.
7. The results of the hypotheses showed a positive impact of digital marketing in strategic entrepreneurial projects, meaning that most of their marketing and financial operations are based on digital marketing fields, especially within social media marketing and affiliate marketing operations. As it entitles returns to both parties.

6. Recommendations :

Through the conclusions reached by the research from the applied aspects, a number of recommendations were formulated that are in harmony with or explain what these strategic projects are committed to in terms of recommendations that benefit daily operations. As follows:

1. The research recommends that the researched projects operating in the private sector pay attention and set standards for the purpose of determining their sources of funding and that their financial position should not be affected in terms of increase or decrease, as external funding sources represent costs to them.
2. The research recommends that the research community represented by strategic projects in the private sector pay great attention to marketing environments by establishing an integrated system of information and data related to the market, i.e. using the market intelligence system and research and holding workshops related to marketing environments.
3. The research recommends that the research projects work on activating email marketing and improving search engines by setting security standards for customers who want a sustainable relationship with a brand. To introduce the public to this service.
4. The researched projects must enhance their entrepreneurial capacity by using sustainable initiative and proactivity based on integrating resources to achieve the economic value they can create.
- 5- The researched projects must have a sustainable strategy that has a positive impact on social and economic values, which works to implement models and environmental systems that support entrepreneurship that differ from traditional business models.
- 6- The researched projects must pay attention to and rely on digital marketing operations in all their details and dimensions, as it is one of the hidden weapons in facing challenges in the environments in which these projects operate, which are witnessing complexity and change.

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