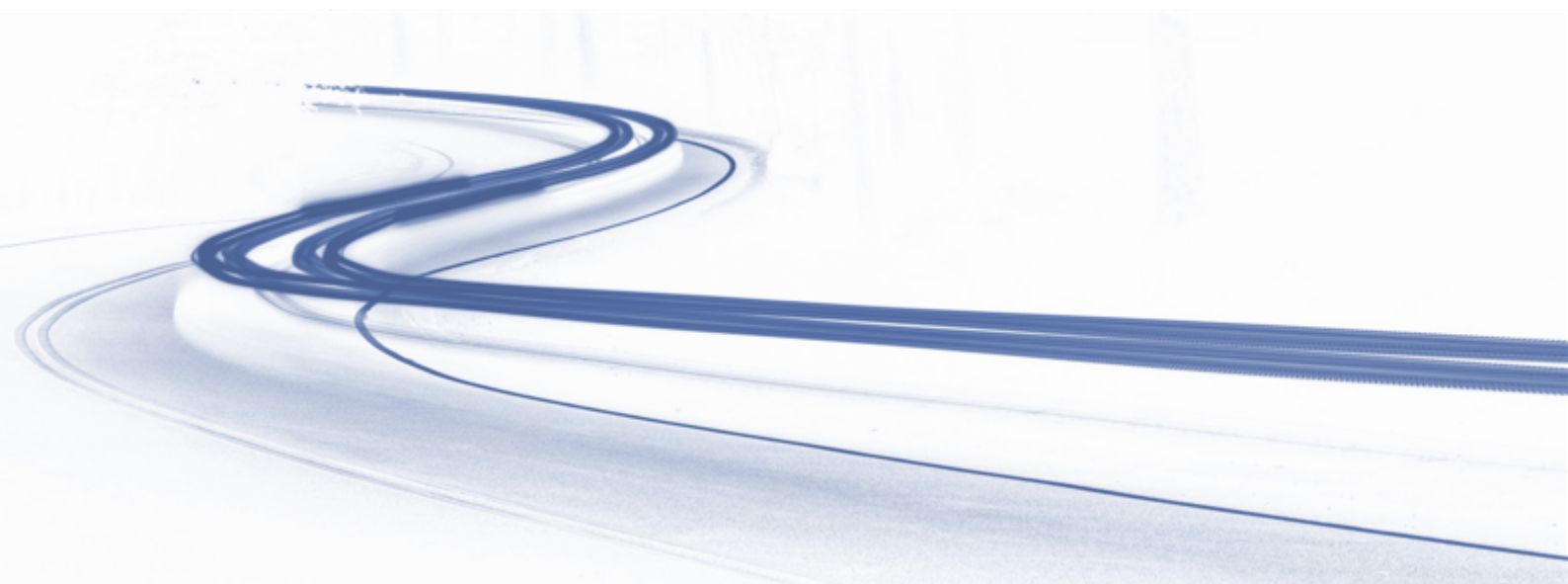




Strategy Planning (StratML)

Getting started with the strategic planning standard.



Introduction

This document is an introduction to StratML, the Strategic Markup Language Standard.

StratML, and this guide, may be helpful to managers or reporters of strategies, projects, and all kind initiatives that require a shared high level view. It can also be a good guidance in case you need to outline the master lines of a project, a complex initiative, prepare the follow up, control summarizing, etc.

The contents of the document are prepared as a step by step guide to your first StratML based plan. Follow the steps to prepare a plan or performance report while you are introduced to the standard's elements and conventions.

Jorge Sánchez

What is StratML ?

StratML is an international standard vocabulary and data format to define Strategic Plans (ISO 17469-1) and Strategic plan reports. There are other standards that you can use to define strategies, goals and objectives like OMG BMM, but their approach on those concepts is simpler.

What is a Strategy ?

In the organization context, a strategy or a strategic plan is a long term plan. Normally a plan that spans several business cycles, usually in the three to five year range. Strategic plans tend to involve several groups or divisions and a significant range of the organization resources (if not all of them).

Why should I learn it ?

StratML is a very influential standard. Many organizations follow the StratML approach. Some on purpose, and some others imitating the guidelines from leading organizations. Even if you are not going to adhere to the formal definition or technical details, adopting the standard approach implies several advantages.

Sharing a standard, advantages:

A standard approach gives you a knowledge corpus from start, a list of concepts that can guide you to define the document requirements, design checklists, and establish precise and efficient communication.

- The standard is based on knowledge, conventions and lessons learned from previous organizations, specialized teams experiences, etc.
- The standard helps to design well structured documents, improves the quality of the deliverables, and makes the process outcomes more predictable.
- Eases communication and prevent misunderstandings, as concepts are documented and defined with precision.
- The organization can benefit from available training materials and experienced professionals .
- Reduces miscommunication between disparate teams, with different languages, culture, knowledge, etc.

The technical / non technical side.

From a technical perspective, StratML is defined by a base schema. The schema is used in authoring tools and document transformations that can be used to edit, validate, and manage formal StratML documents.

From a non technical perspective, you don't need to use the formal standard to benefit from a well defined and structured set of concepts. Those concepts can be adopted without the need to build a StratML repository. If you opt for the full approach, there are SAAS services, and available open source software to start managing your plans or build your organization plan repository, without the need to involve development resources.

What can a StratML repository be used for ?

An organization can set a StratML plan repository as a formal framework for managing and reporting high level initiatives. A StratML plan repository can be used for:

- Expose your organization status and evolution in a concise way.
- Manage and report high level initiatives in a structured way.
- Keep track of initiatives, criteria, advances, goals and objectives.
- Avoid report inconsistencies, often introduced to hide low performance.

A StratML plan repository is a valuable investment for your entity or organization, that should result in improvements in organization manageability, flexibility and control.

Main Parts.

In the following steps, we'll show you the basics of a Strategic Plan according to the StratML Standard.

The standard is composed of three main parts of steps:

- **The strategic plan core:** This is the main component, that contains the introductory information, the goals and objectives.
- **The performance plan:** A second step focused on the plan execution detail and how the achievements should be measured, stakeholders and roles that can affect and be affected by the plan execution, etc.
- **Performance plan report:** The last step of the plan comprises the elements to report the advances and performance of the plan execution.

Strategic Plan Core

The Strategic plan core is the main part of the plan, including all the shared information, organizations description, goals and objectives.

Strategic Plan Core

1. Describing the organization/s

Vision ¿ Which is our view of the situation/context?
The vision describes how the organization views the context involving the plan, the organization, the stakeholders, etc.

A good vision statement is concise and inspirational.

- Try to describe the view of your group or organization about the issue. Which is your view of the situation, context, or about the issue that the plan address.

The standard

“A concise and inspirational statement implicitly relating an organization's purpose to its values, thus motivating its actions toward a future state it strives to achieve”.

Example

All Americans are connected to the Library of Congress.

The Library's vision is aspirational and speaks to the tangible and intangible connections that are possible with the nation we serve.

Through our unequalled collections, services, events, and products, users can connect with the Library in meaningful ways throughout their life journey.

U.S. Library of congress.

<https://www.loc.gov/strategic-plan/>

* Note: There can be more than one organization involved in a single plan.

Strategic Plan Core

1. Describing the organization/s

Mission: ¿What are we trying to achieve?

The mission describes, on a broad view, the basic purpose of the organization. In a short sentence, what are we trying to achieve or change.

- Describe what the organization is trying to do, change, achieve, the main purpose or action. What is the main expected outcome in one/two to four lines.

The standard

“A brief description of the basic purpose of the organization”

Example

Engage, inspire, and inform Congress and the American people with a universal and enduring source of knowledge and creativity.

Service to Congress has been and remains at the core of our mission. We will continue to engage, inspire, and inform Congress through our collections and our diverse service and experience offerings, including policy consultations, on-demand analysis, briefings, events, programs, and constituent engagement.

As the steward of a unique, universal, and ever-growing collection that belongs to the American people, the Library of Congress also has a mandate to inspire, inform, and serve all Americans by engaging their cultural and intellectual curiosity and creativity.

U.S. Library of congress.

<https://www.loc.gov/strategic-plan/>

Strategic Plan Core

1. Describing the organization/s

Values: Side aspects that we value.

Values describe those aspects that matter, or will be valued during the execution of the plan. The concepts are usually related to principles and/or secondary outcomes of the plan.

- Relate the most significant:
 - Principles or values that are shared by the organization.
 - Indirect outcomes that we want to achieve or preserve.
 - Attitudes that we want to encourage.

* This step is not related to the direct actions or outcomes of the plan, but to more generic principles or values intrinsic to the organization.

The Standard

“A principle that is important and helps to define the essential character of the organization”

Example

Pursue excellence.

In everything, every time.

We work tirelessly to make sure that everything we deliver represents our very best. We may not be perfect, but we always learn from our experiences and constantly improve.

AT&T Values

<https://about.att.com/pages/values>

Strategic Plan Core

2. Other Information:

StratML define complementary information about the plan like:

- Plan description.
 - Plan author or submitter.
 - Plan dates.
 - Contact information.
- It is a good practice to indicate an expected date about the plan release at the beginning of the planning activity.

Strategic Plan Core

3. Context analysis.

Context analysis frameworks:

There are several commonly used frameworks to analyse and describe the context of a project or initiative. StratML supports popular options like SWOT and PESTLE.

SWOT (Strengths, Weakness, Opportunities, Threats):

You can use SWOT to describe context elements that affect, or may affect, the plan execution both in a positive or negative way. Elements are categorized by their effect or potential effect in the project.

Figure 1: Lundbeck's SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Strong position in the CNS market • Strong track record of partnerships, for example with Forest and Otsuka • Lundbeck is majority-owned by the Lundbeck Foundation. This semi-private ownership could allow the company greater flexibility in how its operating profits are used 	<ul style="list-style-type: none"> • Patent expiry of Lexapro in 2012 (US) and 2014 (EU), and Namenda/XR in 2014 • Abilify Maintena is the fourth depot formulation to enter the US market • Phase III development of desmoteplase for ischemic stroke was suspended because of disappointing efficacy data
Opportunities	Threats
<ul style="list-style-type: none"> • Recently launched oncology drug, Treanda, sets up platform to diversify product portfolio • Increasing presence in China • 3-5 years restructuring initiative to return the company to growth 	<ul style="list-style-type: none"> • Delays in launching late-stage pipeline assets

Source : <https://pharmastore.informa.com/product/lundbeck/>

Strategic Plan Core

3. Context analysis.

PESTLE (Political, Economical, Social, Technological, Legal, Environmental):

PESTLE is useful to describe how environmental factors can benefit or have a negative impact on the project success. The Factors are classified by their nature, according to the mentioned set of categories, instead of the potential type of effect on the project.

Although this elements (SWOT, PESTLE analysis) are elegant, nice looking additions to your plan, they can also result in a significant amount of work for you and the team. They might not be useful in some cases.

We recommended to adopt one or both frameworks if you expect to share time with the stakeholders and the planning team talking about those factors. You can always add more detail, as actors point out new factors or changes to the registered ones.

This frameworks can also be useful, obviously, if you need to persuade a team to enumerate and analyse those factors.

Strategic Plan Core

4. Strategy Core

Goals:

Goals are the main backbones of the plan. The primary expected outcomes and achievements of the plan. They usually span for more than one period.

At this point of the plan we should try to avoid getting into too much detail, or get too specific.

- Try to describe the main families of targets, outcomes, achievements, etc.
Try to explain them in a simple, compelling and easy to understand way.
Don't worry about being too specific. Detail will be added later. At this point we are adding the master lines, some more work will be needed afterwards to define or adjust the details.

The Standard

“A relatively broad statement of intended results to be achieved over more than one resource allocation and performance measurement cycle”

Example

Enhance Services

Create valuable experiences for every user to foster lifelong connections to the Library.

U.S. Library of congress.

<https://www.loc.gov/strategic-plan/>

Strategic Plan Core

4. Strategy Core

Objectives

Objectives describe goal expectations in detail.

Objectives should be expressed in such a way that it can be clearly stated when they are achieved or not.

Objectives are usually specified or updated for each period and related to each business unit

- *For each considered goal and period, describe the specific expected outcomes. It is possible to defer the specific values until the performance indicators are described, but an objective needs to be measurable, concrete, specific .. objective.*

The standard

“A target level of results against which achievement is to be measured within a single resource allocation and performance execution cycle”

Example

Develop User-Centered Content

We will develop content in a variety of formats and media to enhance the usability and accessibility of the Library's collections.

U.S. Library of congress.

<https://www.loc.gov/strategic-plan/>

Strategic Plan Core

Milestone 1

At this point, we have ended the strategy plan core. The plan core describes the main goals and objectives, avoiding details about implementation or execution. The next steps describe the implementation and execution of the plan. Usually performed by a lower level management unit, with more time and individuals.

This is an important aspect of strategy planning. It usually involves a considerable volume of tasks, efforts and resources. The groups working on this type of initiatives need to be structured around a shared set of indications. Usually, this implies a work load volume that no single group can address alone.

Performance Plan

Once we have described the main plan, we can describe and define how the advances are going to be measured. As stated previously, the plan execution is considered a second part of the process.

These stages allow to shift the plan lead responsibility between teams in a natural way. The teams involved, may have different availability constraints, expertises and management level.

The step shift also indicates the planning activity advance, from the main goals definition, to the detailed planning and execution reports.

Performance Plan

Performance indicators.

For each objective, we can define several performance indicators. Indicators will measure and assess the plan execution advance. This is a similar concept to a KPI.

To the involved stakeholders, a performance indicator means a definition, an agreement or a contract on how the advances are going to be measured and validated.

Since several stakeholders can be affected, some level of negotiation might be needed to define the appropriate indicators. The step involves identifying and agreeing on which is an appropriate, significant method of measuring the advances. We should avoid indicators that can be modified by interested parties at will, indicators that can be costly or non-efficiently measured, etc.

- Define the best indicators that can be effectively registered to validate or measure the objectives. Consider the costs involved. Avoid indicators that can be interfered or modified at will by stakeholders. Also consider the side effects that can impact the organization, as people could try to adhere to the objectives without committing to the goals. At this point, it is important to get into detail, describe not only the concept but also the units and scales used, timing, periods, etc. Try to avoid any lack of detail that will result in subjective interpretations.

Performance Plan

The standard

“A measurement dimension, unit of measurement, and measurement instance specifying target and actual results, e.g., of inputs applied, outputs produced, processes conducted, and outcomes realized.”

Example

- *Number of New Contracts Signed Per Period*
- *Average Time for Conversion*

Performance Plan

Measurement Instances

After we have defined (or modified) how are we going to measure the objectives, we can collect the actual measurement records or instances.

Measurement instances hold collections two types of elements target and actual results. Target results indicate the expected or defined level. Some entities (like national central banks) use target results as an anchoring mechanism, with magnitudes like FX, inflation or interest rates (setting a probable level that people will adhere or use as reference).

Actual results reflect the actual evidences or collected results. StratML does not limit the number of target or actual instances.

- You can collect an unlimited number of measurement instances and results. The standard does not limit the number of instances or measurements. As a rule of thumb try to avoid subjective evaluations and use as much as possible numeric evaluations.

The standard

“A measurement at a point in time”.

Performance Plan

Affected actors and entities.

StratML allows to describe stakeholders and roles related to several plan elements. Stakeholders will be usually added to Goals, Objectives and Performance indicators, but also for elements like organizations.

Stakeholders

Stakeholders describe persons, groups or entities affected by, or interested in the plan elements. Understanding the involved persons and groups, and their interests, how are they going to be affected by the plan outcomes, is important when the plan is being executed.

The Standard

“An individual, organization, or generic group whose interests may be affected by or whose action may be required to achieve a goal or objective”

Performance Plan

Roles

Roles describe common relations between stakeholders and plan elements.

- Use roles to describe shared interests, behaviours, groups or responsibilities amongst several stakeholders or define a special type of interest group.

The Standard

“A complex element containing other elements enabling the naming, description, and categorization of different kinds of interests individuals and groups may have in the achievement of goals and objectives”

Performance Plan

Milestone 2

At this point we have ended the performance plan definition. Usually the actual measurements will be added and the plan will be amended to produce plan execution reports.

As a structured document, the plan versions can be compared and their differences identified with the aid of a plan repository.

Anex

Element structure.

This point describe the formal structure of the StratML standard from a non technical perspective.

Main StratML Structure.

1 **PerformancePlanOrReport**

A document identifying inputs and processes required to accomplish objectives and establishing metrics by which progress will be assessed within a single budgetary planning and resource allocation cycle.

1.1 **Type** [required]

Value: (Strategic_Plan | Performance_Plan | Performance_Report)

1.2 **Name** [Mandatory, Unique]

A word or short phrase intended to identify a concept within the context in which it is being applied.

1.3 **Description** [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.4 **OtherInformation** [Optional, Unique]

Additional explanation or guidance that is not expressly addressed in other elements of the schema.

1.5 **StrategicPlanCore** [Mandatory, Unique]

A complex element comprised of Mission, Vision, Values, Goals, Objectives and Stakeholders, together with the children of those core elements.

(Element description detailed on next page)

Main StratML Structure.

1.5 **StrategicPlanCore** [Mandatory, Unique]

A complex element comprised of Mission, Vision, Values, Goals, Objectives and Stakeholders, together with the children of those core elements.

1.5.1 **Organization** [Optional, Multiple (unbounded)]

The legal or logical entity to which the plan or report applies.

1.5.1.1 Name [Optional, Unique]

A word or short phrase intended to identify a concept within the context in which it is being applied.

1.5.1.2 Acronym [Optional, Unique]

An abbreviation of a proper name usually composed of the first letters of each word in the name.

1.5.1.3 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.1.4 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.1.5 **Stakeholder** [Optional, Multiple (unbounded)]

(See Stakeholder Shared type)

1.5.1.6 **Vision** [Optional, Unique]

A concise and inspirational statement implicitly relating an organization's purpose to its values, thus motivating its actions toward a future state it strives to achieve.

1.5.1.6.1 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.1.6.2 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.1.7 **Mission** [Optional, Unique]

A brief description of the basic purpose of the organization.

1.5.1.7.1 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.1.7.2 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.1.8 **Value** [Optional, Multiple (unbounded)]

A principle that is important and helps to define the essential character of the organization.

1.5.1.8.1 Name [Optional, Unique]

A word or short phrase intended to identify a concept within the context in which is it being applied.

1.5.1.8.2 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

(StrategicPlanCore continuation)

1.5.2 **Goal** [Mandatory, Multiple (unbounded)]

A relatively broad statement of intended results to be achieved over more than one resource allocation and performance measurement cycle. Supports Mission.

1.5.2.2 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.2.3 SequenceIndicator [Optional, Unique]

An alphanumeric identifier applied to an element to designate its order in a series.

1.5.2.4 Name [Optional, Unique]

A word or short phrase intended to identify a concept within the context in which is it being applied.

1.5.2.5 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.2.6 Stakeholder [Optional, Multiple (unbounded)]

(See Stakeholder Shared type)

1.5.2.7 OtherInformation [Optional, Unique]

Additional explanation or guidance that is not expressly addressed in other elements of the schema.

1.5.2.1 **Objective** [Optional, Multiple (unbounded)]

A target level of results against which achievement is to be measured within a single resource allocation and performance execution cycle.

1.5.2.1.1 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.2.1.2 SequenceIndicator [Optional, Unique]

An alphanumeric identifier applied to an element to designate its order in a series.

1.5.2.1.3 Name [Optional, Unique]

A word or short phrase intended to identify a concept within the context in which is it being applied.

1.5.2.1.4 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.2.1.5 Stakeholder [Optional, Multiple (unbounded)]

(See Stakeholder Shared type)

1.5.2.1.6 OtherInformation [Optional, Unique]

Additional explanation or guidance that is not expressly addressed in other elements of the schema.

(Objective continuation)

1.5.2.1.7 **PerformanceIndicator** [Optional, Multiple (unbounded)]

A measurement dimension, unit of measurement, and measurement instance specifying target and actual results, e.g., of inputs applied, outputs produced, processes conducted, and outcomes realized.

1.5.2.1.7.1 ValueChainStage

ValueChainStageType

Value: (Outcome | Output_Processing | Output | Input_Processing | Input)

1.5.2.1.7.2 PerformanceIndicatorType

PerformanceIndicatorTypeType

Value: (Quantitative | Qualitative)

1.5.2.1.7.3 SequenceIndicator [Optional, Unique]

An alphanumeric identifier applied to an element to designate its order in a series.

1.5.2.1.7.4 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.2.1.7.5 MeasurementDimension [Mandatory, Unique]

The aspect of reality to be measured.

1.5.2.1.7.6 UnitOfMeasurement [Mandatory, Unique]

The scale by which measurements are divided into increments.

1.5.2.1.7.7 **Relationship** [Optional, Multiple (unbounded)]

A conceptual association between two elements.

1.5.2.1.7.7.1 RelationshipType

Value: (Broader_Than | Peer_To | Narrower_Than)

1.5.2.1.7.7.2 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.2.1.7.7.3 ReferentIdentifier [Optional, Multiple (unbounded)]

The Identifier of the target (object) of a relationship.

1.5.2.1.7.7.4 Name [Optional, Unique]

A word or short phrase intended to identify a concept within the context in which is it being applied.

1.5.2.1.7.7.5 Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.2.1.7.8 **MeasurementInstance** [Optional, Multiple (unbounded)]

A measurement at a point in time.

(Element description detailed on next page)

1.5.2.1.7.8 **MeasurementInstance** [Optional, Multiple (unbounded)]
A measurement at a point in time.

1.5.2.1.7.8.1 **TargetResult** [Optional, Multiple (unbounded)]

A result to be achieved on or before a specified date.

1.5.2.1.7.8.1.1 **NumberOfUnits** [Optional, Unique]

A numeric value (number) associated with a type of measurement.

1.5.2.1.7.8.1.2 **Description** [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.2.1.7.8.1.3 **StartDate** [Optional, Unique]

The year, month and day the element with which it is associated is scheduled to begin.

1.5.2.1.7.8.1.4 **EndDate** [Optional, Unique].

The year, month, and day the element with which it is associated is projected to cease, if it is not subsequently extended. Typically the end of a calendar or fiscal year.

1.5.2.1.7.8.1.5 **Descriptor** [Optional, Unique]

(See Descriptor Element on common elements)

1.5.2.1.7.8.2. **ActualResult** [Optional, Multiple (unbounded)]

A result achieved on or before a specified date.

1.5.2.1.7.8.2.1 **NumberOfUnits** [Optional, Unique]

A numeric value (number) associated with a type of measurement.

1.5.2.1.7.8.2.2 **StartDate** [Optional, Unique]

The year, month and day the element with which it is associated is scheduled to begin.

1.5.2.1.7.8.2.3 **EndDate** [Optional, Unique]

The year, month, and day the element with which it is associated is projected to cease, if it is not subsequently extended. Typically the end of a calendar or fiscal year.

1.5.2.1.7.8.2.4 **Descriptor** [Optional, Unique]

(See Descriptor Type)

1.5.2.1.7.8.2.5 **Description** [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

1.5.2.1.7.8.2.6 **OtherInformation** [Optional, Unique]

Additional explanation or guidance that is not expressly addressed in other elements of the schema.

(Strategic Plan Core Continuation)

1.5.3 **AdministrativeInformation** [Optional, Unique]

Useful information that is not essential and thus not part of the core of the plans or reports.

1.5.3.1 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.3.2 StartDate [Optional, Unique]

The year, month and day the element with which it is associated is scheduled to begin.

1.5.3.3 EndDate [Optional, Unique]

The year, month, and day the element with which it is associated is projected to cease, if it is not subsequently extended. Typically the end of a calendar or fiscal year.

1.5.3.4 PublicationDate [Optional, Unique]

The day, month, and year a plan or report was published in its current form.

1.5.3.5 Source [Optional, Unique]

The Web address (URL) for the authoritative source of this document.

1.5.4 **Submitter** [Optional, Unique]

The person submitting the plan or report in StratML format.

1.5.4.1 Identifier [Optional, Unique]

A string of alphanumeric characters by which the information contained within an element is distinguished from other versions of the same information as well as information contained in other instances of the same element.

1.5.4.2 GivenName [Optional, Unique]

The given name of the person submitting the plan or report.

1.5.4.3 Surname [Optional, Unique]

The family name of the person submitting the plan or report.

1.5.4.4 PhoneNumber [Optional, Unique]

The telephone number of the person submitting the plan.

1.5.4.5 EmailAddress [Optional, Unique]

The Email address of the person submitting the plan or report.

Shared StratML Elements.

Stakeholder

An individual whose interests may be affected by or whose action may be required to achieve a goal or objective.

- Name [Mandatory, Unique]

A word or short phrase intended to identify a concept within the context in which it is being applied.

- Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

- StakeholderType [optional]

An attribute indicating whether the stakeholder is an individual person, an organization, or a generic group of people.

Value: (Person | Organization | Generic_Group)

- **Role** [Optional, Multiple (unbounded)]

A complex element containing other elements enabling the naming, description, and categorization of different kinds of interests individuals and groups may have in the achievement of goals and objectives.

- Name [Mandatory, Unique]

A word or short phrase intended to identify a concept within the context in which it is being applied.

- Description [Optional, Unique]

A sentence or short paragraph defining and explaining a concept.

- RoleType [Optional, Multiple (2)]

An attribute designating whether a stakeholder is a prospective beneficiary or a performer of actions required to achieve an objective, or both a performer and a beneficiary.

Value: (Performer | Beneficiary)

Descriptor

An evaluative characterization of a result that is qualitative, i.e., not subject to measurement on a numeric scale by observation and may be subject to human judgment.

DescriptorName [Optional, Unique]

A word (i.e., a noun or adjective), phrase, letter (e.g. a grade) or other type of rating applied to designate a type of descriptor.

DescriptorValue [Optional, Unique]

A noun, adjective, phrase, letter grade, or other type of rating assigned to a descriptor.

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References.

StratML main site.

<https://stratml.us/>

StratML Schema Part 1.

<https://stratml.us/references/StrategicPlanISOVersion20140401.html>

StratML Schema Part 2.

<https://stratml.us/references/oxygen/PerformancePlanOrReport20160216.htm>

OMG Business Motivation Model.

<https://www.omg.org/spec/BMM>

W3C Artificial Intelligence Knowledge Representation Community Group.

<https://www.w3.org/community/aikr/>

Solutions.

StratML Based SAS Solution.

StratNavApp is an online planning solution compatible with StratML

<https://www.stratnavapp.com>

StratML Form software.

Original repository: <https://github.com/OwenAmbur/StratML>

Vionta branch (may be updated more frequently): <https://github.com/vionta/StratML>

StratML Repository implementation.

Full StratML based form and plan management.

<https://github.com/vionta/stratml-web-app>