Strategy Markup Language

Strategy Markup Language (StratML) is an open, standard, machine-readable (XML-based) vocabulary and schema for the elements that are common to the strategic and performance plans and reports not only of all organizations, worldwide, but also individuals who choose to lead mission/goal-directed lives. The vision of the standard is: ***A worldwide web of intentions stakeholders and results***.

The vision can be characterized as the *Strategic* Semantic Web, a worldwide network of *human beings* brought together by that which is truly meaningful – shared values and common objectives – unburdened by the needless constraints of time and physical space. The StratML standard holds the potential to turbocharge Management by Objectives (MBO) on a worldwide scale, thereby enabling each of us to engage in performance partnerships to achieve our goals far more efficiently and effectively than ever before possible.

StratML Part 1 - Specifies the Elements of **Strategic Plans --** The core elements are Vision, Mission, Value, Goal, Objective and Stakeholder, along with the name of the Organization compiling the plan. Sharing such information openly on the Web in a standard, machine-readable format will make it much easier for potential performance partners to discover each other and work together to accomplish their mutual objectives. It will also enable anyone to discover organizations pursuing objectives of interest to them. In addition, it will help organizations engage their stakeholders more effectively and benefit from their input and feedback in order to improve the organization's products and services.

StratML Part 2 - Specifies the Elements of **Performance Plans and Reports** – The additional elements required to transform strategic plans into performance plans are stakeholder Roles and Performance Indicators. Providing that information will make clear who is responsible for achieving each objective, who is expected to benefit, and how progress will be measured and success is defined. Performance plans establish target results to be accomplished by specified dates and performance reports document actual results achieved. Publishing such information openly on the Web in a standard, machine-readable format will enable value-added intermediaries to index, aggregate, analyze, and present such information in ways that are highly useful to myriad stakeholder groups. It will also enable organizations to benchmark their performance against their peers and, ultimately, to improve their performance – in partnership with their stakeholders, via virtuous feedback loops.

StratML Part 3 - Specifies ***additional elements*** that may be helpful in providing context and understanding about why particular goals and objectives have been established and prioritized – Some of the most widely used frameworks for determining which goals and objective to pursue include SWOT (strengths, weaknesses, opportunities, and threats) analysis, PESTLE (political, economic, social, technical, legal and environmental) factors, and Driving Forces. In addition, stakeholders can be categorized under the responsibility assignment matrix as being responsible, accountable, to be consulted or to be informed (RACI). While few, if any, organizations will want to take the time and trouble to use all of those frameworks to inform the compilation of their plans, StratML Part 3 embodies the flexibility to use any of those best practices while enabling each organization to choose which to apply in order to minimize risk and maximize their potential for success.