



Inspiring Growth!

User Manual

Strategy formulation and execution software • Version 1.12.24

The complete guide to every screen • STRAP and STRAP LT

Contents

Introduction.....	6
What is new in version 1.12.....	6
Part 1 – What STRAP is.....	8
1.1 The words you need.....	8
1.2 How the pieces fit together.....	10
1.3 How scores and colours work.....	10
1.4 Who does what (STRAP team edition).....	11
1.5 STRAP and STRAP LT.....	11
Part 2 – Installing and starting STRAP.....	12
2.1 Install.....	12
2.2 Start and stop STRAP.....	12
2.3 Sign in for the first time.....	13
2.4 Choose how to start.....	15
2.5 Save your sign-in on this computer.....	16
2.6 The welcome pop-up, the tour and What's new.....	17
2.7 The trial and the licence.....	18
2.8 Updates.....	20
2.9 Moving your licence to another computer.....	21
Part 3 – Finding your way around the screen.....	23
3.1 The top bar.....	23
3.2 The menu.....	25
3.3 Things that work the same on every page.....	27
3.4 Help and the tour.....	28
3.5 About.....	29
3.6 Your account and passwords.....	29
3.7 Appearance.....	30
Part 4 – The STRAP map: how everything connects.....	32
4.1 What holds what.....	32
4.2 From analysis to objectives.....	33

4.3 How the scores roll up.....	34
4.4 What one change sets in motion.....	35
4.5 What shows where.....	35
4.6 Where each page gets its data.....	37
4.7 What changes what.....	38
Part 5 – Quick start: your first STRAP in ten steps.....	39
Part 6 – Organizations, people and units.....	40
6.1 Organizations.....	40
6.2 Organization profile and logo.....	40
6.3 People (users) and roles.....	42
6.4 Units (the org chart).....	43
Part 7 – Creating a STRAP.....	44
7.1 The STRAP Hub.....	44
7.2 Build the STRAP (step by step).....	45
7.3 Guided data entry.....	47
7.4 Import a whole STRAP from Excel.....	49
7.5 Excel on each page.....	49
Part 8 – Formulation stages, vision, mission and values.....	50
8.1 Updating a step.....	50
8.2 Vision, mission, values, themes.....	51
Part 9 – Strategy analysis, step by step.....	52
9.1 Step 1 – Choose tools.....	53
9.2 Step 2 – External analysis.....	53
9.3 Step 3 – EFAS (External Factor Analysis Summary).....	55
9.4 Step 4 – Internal analysis.....	56
9.5 Step 5 – IFAS (Internal Factor Analysis Summary).....	57
9.6 Step 6 – SFAS (Strategic Factor Analysis Summary).....	58
9.7 Step 7 – SWOT.....	59
9.8 Step 8 – Gap analysis (optional).....	59
9.9 Step 9 – TOWS (strategic options).....	60
9.10 Step 10 – SPACE matrix (optional).....	61

9.11 Step 11 – IE matrix & QSPM (optional).....	62
9.12 Step 12 – Balanced Scorecard.....	63
Part 10 – Strategies and strategy types.....	65
10.1 The Strategies page.....	65
10.2 Grand strategies and strategy types.....	66
Part 11 – The strategy map and objectives.....	68
11.1 The strategy map.....	68
11.2 The Objectives page.....	68
11.3 Adding or editing an objective.....	71
Part 12 – KPIs: targets and results every cycle.....	73
12.1 Adding a KPI.....	73
12.2 Entering targets and actuals.....	75
Part 13 – OKRs and Cascading.....	76
13.1 OKRs: quarterly goals.....	76
13.2 Cascading: the strategy by unit.....	78
Part 14 – Projects and the timeline.....	80
14.1 Projects and operational plan.....	80
14.2 Timeline (Gantt chart).....	81
Part 15 – Control: keeping the strategy on course.....	83
15.1 Anticipated deviations.....	83
15.2 The control plan.....	84
15.3 Root cause analysis.....	86
15.4 Issues.....	88
15.5 Risks.....	89
15.6 Review meetings.....	91
Part 16 – The dashboard and the board report.....	93
16.1 The dashboard.....	93
16.2 The board report.....	95
Part 17 – Messages, tasks and follow-ups.....	97
17.1 Messages & tasks (STRAP team edition).....	97
17.2 Follow-ups.....	99

17.3 Contacts.....	100
Part 18 – AI analysis and AI chat.....	103
Part 19 – Administration.....	105
19.1 Scoring settings.....	105
19.2 Change history and undo.....	105
19.3 AI settings.....	107
19.4 Licence and updates.....	107
19.5 Email & reminders.....	107
19.6 Customer copies (STRAP team edition).....	109
19.7 Support tickets.....	112
19.8 News from RLKonsult and Ask RLKonsult.....	113
Part 20 – Backups, moving STRAP and the network.....	115
20.1 Where your data is.....	115
20.2 Backup & restore.....	115
20.3 Moving STRAP to a new computer, or from STRAP LT to STRAP.....	116
20.4 Letting colleagues use STRAP on the network (team edition).....	116
20.5 Windows ⇄ Server: one STRAP, two ways to run (team edition).....	116
20.6 Connect a Windows computer to a server STRAP (sync).....	118
Part 21 – Troubleshooting.....	120
Glossary.....	122
Appendix A – The Excel template.....	124

Introduction

This manual explains every part of STRAP™ 1.12.24, screen by screen: what each page is for, what every button does, what to type in each field, and how the parts depend on each other. It covers both editions:

- **STRAP**, the team edition: several people, each with their own sign-in and role, working on the same data over the office network.
- **STRAP LT**, the one-person edition: the same strategy tools for one person on one computer.

STRAP runs on a **Windows computer** or on a **server** (a web address that everyone opens in the browser). The same STRAP can move between the two, and a Windows computer can stay **connected** to a server STRAP and sync with it (Part 20.5 and 20.6).

Everything in this manual applies to both editions unless a note marked **STRAP LT** says otherwise.

How to read it. Parts 1 to 5 explain the ideas, the screen and the map of how everything connects; read them first. Part 5 is a quick start in ten steps. The parts after that follow the menu of the program, from building a STRAP to tracking and controlling it, and end with administration, backups and troubleshooting. Use them as a reference when you need them.

All company and people names in this manual and in the demo organization are invented.

What is new in version 1.12

Version	What changed
1.12.23–1.12.24	Customer copies: who is who: each copy shows its administrator, last sign-in and organizations; People lists everyone in it, and Reset the administrator's password gives a new temporary password (Part 19.6).
1.12.20–1.12.22	A new installation opens with a starter account shown on the sign-in page; at the first sign-in you make STRAP yours (name, e-mail, password, security questions) and the 3-day trial starts then (Part 2.3). The lock: when the trial or the licence ends, or the licence is withdrawn, STRAP locks until a licence is activated, and it must reach RLKonsult's server at least once every 24 hours (Part 2.7). Moving the licence to another computer from Admin → Licence or the lock screen, with the same end date (Part 2.9). Only the platform administrator can change the platform administrator (Part 6.3).
1.12.17–1.12.19	Ask RLKonsult: when you write to RLKonsult you get an automatic answer at once, telling you when to expect the reply (Part 19.8). The form for a new customer copy is laid out properly again (Part 19.6).
1.12.15–1.12.16	Conversations with several people: a message to several people is one conversation that everyone in it sees, and every reply goes to all. Someone you @mention joins and can read it from the start; Add people and Leave (Part 17.1). Your logo on the board report, the meeting minutes and the top bar, with the organization profile (Part 6.2). Ask RLKonsult: a live chat with RLKonsult for the platform administrator (Part 19.8).
1.12.12–1.12.14	Support tickets go straight to RLKonsult support: no email to send. The answer comes back into STRAP within seconds and by email; you can answer in STRAP (Part 19.7). News from RLKonsult: new versions, maintenance and tips appear as a pop-up and a notice (Part 19.8). New versions are found as soon as STRAP opens (Part 2.8).
1.12.11	Reminders: tick the people to remind, in the reminder pop-up and in Admin → Email & reminders, then send; the result stays on screen. Send a test email uses what is typed, before Save, and a refused email says why and what to change (Part 19.5).

Version	What changed
1.12.10	Customer copies: the new administrator's temporary password can be shown again with Sign-in details until it is changed (Part 19.6).
1.12.9	Connect a Windows computer to a server STRAP (Admin → Windows ⇌ Server): the computer keeps its own copy, works without internet, and every change goes both ways about once a minute. The computer follows the server's licence. The server lists the connected computers (Part 20.6). A reminder pop-up shows what is late or due soon when STRAP opens, with Send reminders now (Part 19.5). New customers' address, administrator and temporary password come with Copy buttons.
1.12.8	STRAP finds new versions by itself : when it opens, every 10 minutes while it is open, and when you come back to its window (Part 2.8). New page Admin → Windows ⇌ Server : move STRAP between Windows and a server step by step, and lock the old one read-only (Part 20.5).
1.12.7	Customer copies: when you add a customer you set its trial (number of users and number of days). The customer's STRAP is limited to that number until it buys a licence. Each customer copy has its own machine code (Part 19.6).
1.12.6	Customer copies on a server: adding a customer also creates its web address with HTTPS and, if you give an e-mail, its first administrator with a temporary password. Data of removed customers can be restored or deleted from the same page.
1.12.5	Customer copies: removing a customer can also delete its data for good; otherwise the data is kept aside and can be recovered.
1.12.4	A new installation starts without an organization : you choose Create my organization or Open the demo organization (Part 2.4). The demo organization, XYZ Company, is now complete : every page, analysis tool, KPI, OKR, project, issue, risk, root cause analysis (5 Whys and fishbone), review meeting, follow-up and contact has data, ready for a presentation. Its dates move forward to the quarter in which you add it. The person who creates an organization is listed as its administrator under Admin → Users . A unit list with no units explains where to add them. The STRAP LT installer shows the STRAP LT logo.
1.12.3	Small improvements to the sign-in page. Update notices download the new version straight from RLKonsult's download page.
1.12.2	A What's new window after each update. Save your sign-in on this computer : next time one click on <i>Sign in as ...</i> is enough.
1.12.1	STRAP checks for new versions by itself and tells the administrators with a pop-up, a notice at the top of each page and a Windows notification.
1.12.0	Board report, Review meetings, Email reminders , automatic backup copy to OneDrive or a USB stick, a one-minute tour and a printable quick-start guide .

Part 1 – What STRAP is

STRAP is software that helps an organization **design its strategy and then follow it until it is delivered**. You build the strategic plan once; every month or quarter people enter their results; STRAP turns those results into scores and colours, so management sees at a glance what is on track, what is not, and why.

In STRAP the complete strategic plan is called a **STRAP**. A STRAP is worked in three phases:

1. **Formulate:** decide the strategy. Analyse the outside world and the organization itself, weigh the factors, choose the strategies, and write the vision, mission, objectives and targets.
2. **Track:** deliver the strategy. Each period, owners enter the actual results of their KPIs, the progress of their projects and the values of their OKR key results. STRAP calculates the scores.
3. **Control:** keep it on course. Anticipate deviations, set triggers and corrective actions, find the root cause of problems, manage issues and risks, and hold review meetings.

The menu on the left follows these phases: **Overview, Formulate, Track, Control and Admin**.

1.1 The words you need

Every screen in STRAP uses these words. Read the list once.

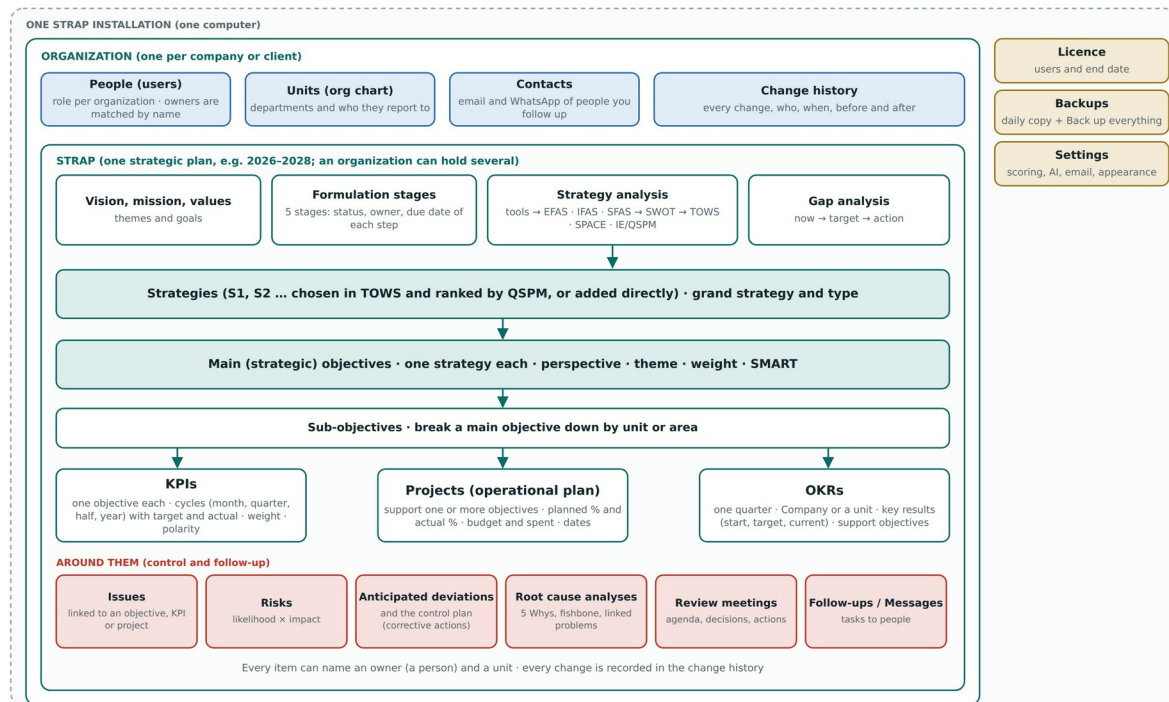
Word	What it means	Example
Organization	One company or client. Everything in STRAP belongs to an organization, and each organization's data is kept apart.	XYZ Company
STRAP	One complete strategic plan of an organization, for a period of time. An organization can have several.	XYZ Company Strategic Plan 2026
Strategy	One of the strategies inside a STRAP: an option chosen in the analysis (TOWS, ranked by QSPM) or added directly. Each has a name, a description and a strategy type.	S1 - Market Development Strategy
Grand strategy / strategy type	The family a strategy belongs to (Stability, Expansion, Retrenchment, Combination) and its exact type.	Expansion › Concentration › Market development
Theme	A broad direction of the STRAP. Objectives are grouped by theme on the strategy map.	Growth; Operational Excellence
Perspective	One of the four Balanced Scorecard views: Financial, Customer, Internal Processes, Learning & Growth . Every objective sits in one.	Customer
Objective	Something the organization wants to achieve. Main (strategic) objectives belong to a strategy and can be split into sub-objectives . Main objectives should be SMART.	XYZ.1 - Expand the local market
KPI	Key Performance Indicator: a number that measures an objective, with a target for each cycle.	Local sales revenue (USD m)
Cycle	A measuring period of a KPI: a month, quarter, half-year or year.	2026-Q3
Target / Actual	What a KPI should reach in a cycle, and what it really reached.	Target 45, actual 41

Word	What it means	Example
Score	How well something performs, in %. 100 means exactly on target.	91
Weight	How much an item counts compared with its neighbours in the roll-up.	KPI weight 2
Project	An initiative that delivers objectives, with a budget, dates and planned and actual progress.	PRJ.01 · Implement ERP system
OKR	Objective and Key Results: a quarterly goal with 2 to 5 measurable key results, linked to the strategic objectives it moves.	Build the skills the strategy needs
Anticipated deviation	Something that could happen and change the expected results, with its early-warning signal.	A competitor cuts prices
Corrective action	What will be done when a trigger is reached. Recorded in the control plan.	Launch a key-account retention offer
Root cause analysis	A structured search for why a problem happens: 5 Whys, fishbone and Pareto.	Why are deliveries late?
Issue	A problem that is blocking delivery now.	Customs delays on imports
Risk	Something that might go wrong in future, rated by likelihood and impact.	Currency devaluation
Unit (entity)	A department, branch or team in the org chart. Objectives, KPIs, projects and OKRs can be assigned to a unit. Forms call this field Entity .	Local Sales
Owner	The person responsible for an item. In STRAP (team) owners update their own items; the name must match their name under Admin → Users.	Henry Scott

1.2 How the pieces fit together

The building blocks of STRAP

What holds what: an installation holds organizations, an organization holds STRAPs, a STRAP holds everything else.



The building blocks of a STRAP and how they hang together

Read the picture from the outside in and from top to bottom. One installation holds organizations; an organization holds its people, units, contacts, change history and STRAPs. Inside a STRAP, the **analysis** produces the **strategies**; each strategy has its **main objectives**, which are split into **sub-objectives**; objectives are measured by **KPIs** and delivered by **projects**; **OKRs** are quarterly goals that support objectives; **issues**, **risks**, **deviations** and **root cause analyses** hang on whatever they affect. Part 4 shows the complete map of what feeds what.

1.3 How scores and colours work

Every KPI gets a score in each cycle: $\text{actual} \div \text{target} \times 100$, or $\text{target} \div \text{actual} \times 100$ when lower is better (for example delivery time). Scores roll up: an objective's score is the weighted average of its KPIs and sub-objectives, a strategy's score is the weighted average of its main objectives, and the STRAP score is the weighted average of all main objectives. Projects give a separate **operational score**: $\text{actual progress} \div \text{planned progress} \times 100$.

The colours are the same everywhere in STRAP:

Colour	Meaning	Default range
Blue	Exceeding the target	Above 100
Green	On track	90 to 100
Amber	At risk	70 to 89
Red	Off track	Below 70
Grey	No data yet	No actual entered

The limits (90 and 70) and the maximum score (150) can be changed by the strategy office under **Admin → Scoring settings** (Part 19.1). Part 4.3 shows every calculation.

1.4 Who does what (STRAP team edition)

Every person who uses STRAP has a **role** in each organization. The role decides what they can change; everyone can see everything in their organization.

Role	Typical person	What they can change
Strategy office (admin)	Strategy manager, CEO office	Everything in the organization: STRAPs, strategies, analysis, users, imports, scoring settings, locking periods, undo
Unit manager	Head of a department	Objectives, KPIs, OKRs, projects, issues and risks of their unit and every unit under it; the strategy analysis
KPI / project owner	Employee responsible for results	The actual values of their own KPIs, the progress of their own projects, their own key results, the issues assigned to them, their corrective actions and the formulation steps they own
Viewer	Board member, auditor	Nothing: they can look, print and export

The **platform administrator** is the person who installed STRAP and signed in first. They are strategy office in every organization and also manage organizations, the licence, AI settings, backups, customer copies and support tickets.

STRAP LT: there is one person, who is the platform administrator and can change everything. There is no Users page and no roles. You can still type owners (your team members) on every item and follow them up by email or WhatsApp (Part 17.3).

1.5 STRAP and STRAP LT

There are two programs. Each has its own installer, folders, Start menu entries and licence, so both can be installed and running on the same computer.

	STRAP (team)	STRAP LT (one person)
People	Several users, each with a role	One person
Address	http://localhost:3000	http://localhost:3100
Communication	Messages & tasks inside STRAP, plus Follow-ups	Follow-ups (email, WhatsApp, copy)
Admin → Users	Yes	No
Network sharing and customer copies	Yes	No
Organizations, analysis, objectives, KPIs, OKRs, projects, control, root cause analysis, meetings, board report, AI	Yes	Yes
Licence	STRAP key	STRAP LT key (a key of one edition does not work in the other)

Moving from STRAP LT to STRAP: in STRAP LT use **Admin → Backup & restore → Back up everything**; install STRAP and, there, **Restore** that file. Everything comes across (Part 20).

Part 2 – Installing and starting STRAP

STRAP is installed on **one Windows PC** (or a server). It runs in the background and opens in its own window or in your web browser (Chrome or Edge). In the team edition, other people in the office use it from their own PCs through the browser, without installing anything (Part 20.4).

2.1 Install

1. Copy **STRAP-Setup-1.12.24.exe** (or **STRAP-LT-Setup-1.12.24.exe** for STRAP LT) to the PC and double-click it. You do not need administrator rights. STRAP needs an internet connection at least once every 24 hours (Part 2.7).
2. If Windows shows a blue window saying “**Windows protected your PC**”, click **More info**, then **Run anyway**. It appears because the installer is new to Windows; it is safe.
3. The setup opens on its welcome page (STRAP LT shows the STRAP LT logo). Click **Next**.
4. Keep the suggested folder and click **Install**. It takes about a minute.
5. On the last page leave **Run STRAP** ticked and click **Finish**.



The first page of the STRAP setup

Setup creates a **STRAP** (or **STRAP LT**) icon on the desktop and a folder of the same name in the Start menu.

Updating: install the new version over the old one in the same way. Your data stays where it is; nothing needs to be exported first (Part 2.8).

2.2 Start and stop STRAP

- **Start:** double-click the desktop icon. After a few seconds STRAP opens on the sign-in page. It keeps running in the background.
- **Open it again:** if you close the window, click the icon again, or type `http://localhost:3000` in the browser (`http://localhost:3100` for STRAP LT).
- **Stop:** Start menu → **STRAP** → **Stop STRAP**. You only need this before moving the data or changing settings.ini; shutting down the PC also stops it.
- **Own window or browser tab:** choose under **Admin** → **Appearance** → **How STRAP opens on this computer** (Part 3.7).

The Start menu folder also holds **Back up STRAP**, **Open STRAP data folder**, **Import data from an older STRAP** and **STRAP troubleshooting window** (Parts 20 and 21).

2.3 Sign in for the first time

The sign-in page shows the STRAP logo, the *Inspiring Growth!* slogan, a picture and a quote from a strategy author that is written line by line and changes on every visit.



The sign-in page of a new installation, with the starter account

1. On a new installation, the **starter account** is shown in a box under the button: **Email** admin@strap, **Password** Strap001\$. The box is shown only on the computer where STRAP is installed, and only until the first sign-in is completed.
2. Type them and click **Sign in**.
3. STRAP asks you to **Make this STRAP yours**:
 - **Your name** and **your e-mail**: from now on you sign in with your own e-mail instead of the starter account.
 - The **starter password** (Strap001\$), then **your new password** twice: at least 8 characters, with an uppercase letter, a number and a special character.
 - **Three security questions** with their answers. The answers let you reset a forgotten password yourself (Part 3.6).
4. Click **Save and continue**. **Your 3-day free trial starts now**.

 **STRAP™**
Inspiring Growth!

Make this STRAP yours

Welcome to STRAP. Before you start, make this STRAP yours: your name, your e-mail (instead of the starter account), your own password and three security questions. Your 3-day free trial starts when you save. If you ever forget your password, click **Forgot password?** on the sign-in page and answer these questions to choose a new one.

Your name

Your e-mail (your sign-in name from now on)

Starter password (Strap001\$)

New password

Strong

✓ At least 8 characters ✓ An uppercase letter ✓ A number
 ✓ A special character (! @ # \$ % ...)

Repeat new password

Question 1

What was the name of your primary school? ▼

Question 2

What is your favourite city? ▼

Question 3

What was the name of your first pet? ▼

Answers are not case-sensitive and are stored scrambled, like passwords. Choose answers you will remember exactly and that colleagues cannot guess.

Save and continue

[Sign out](#)

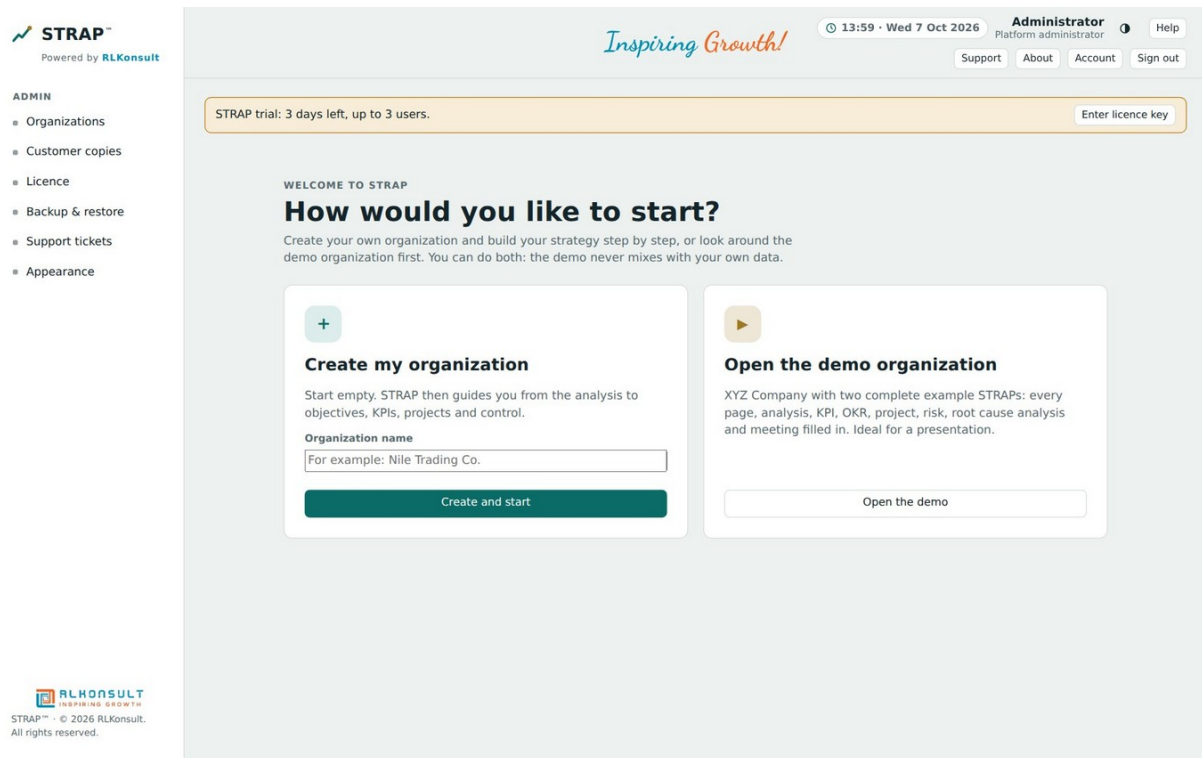
Make this STRAP yours

If you sign out or close STRAP before saving, the next sign-in with the starter account shows the same step again, until it is done. The trial does not start before.

This first account is the **platform administrator**: the person who controls the whole installation.

2.4 Choose how to start

A new installation has no organization yet, so the first page asks **How would you like to start?**

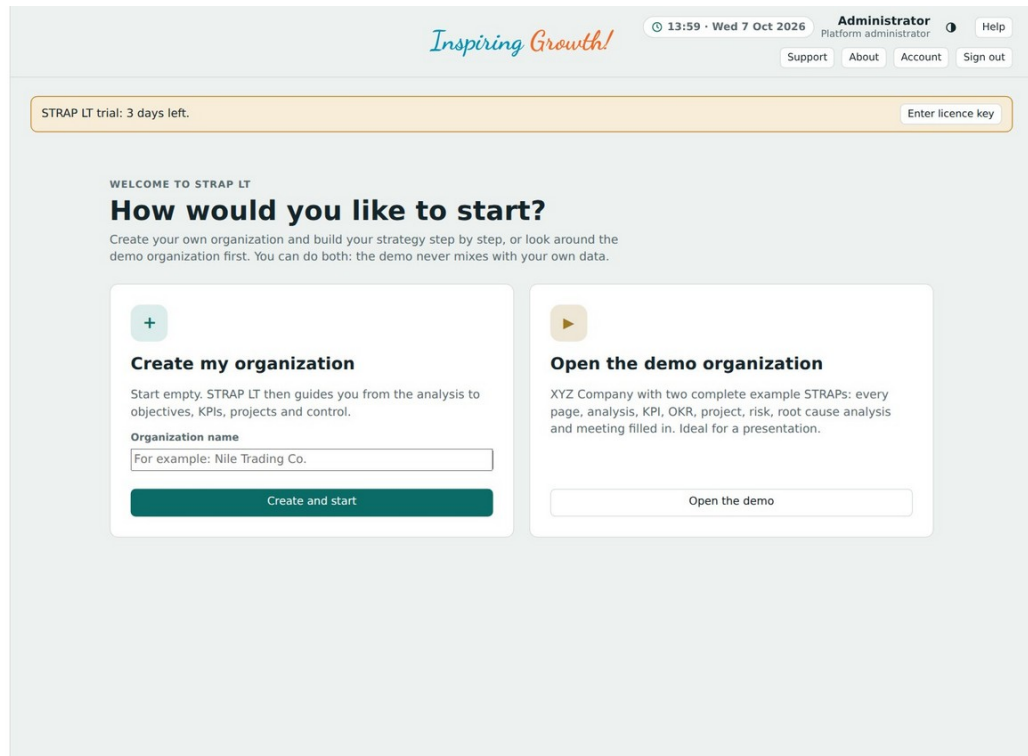


The start page of a new installation

Choice	What happens
Create my organization	Type the name of your company (for example <i>Nile Trading Co.</i>) and click Create and start . STRAP creates the organization, makes you its administrator and opens the STRAP Hub , where you create your first STRAP (Part 7).
Open the demo organization	STRAP adds Demo: XYZ Company with two complete example STRAPs and opens it. Every page has data: the analysis tools, strategies, objectives, KPIs with actuals, OKRs, projects, deviations and control plan, root cause analyses with 5 Whys and fishbone, issues, risks, review meetings, follow-ups, contacts, messages and change history. Its dates are moved forward to the current quarter.

You can do both: the demo never mixes with your own data. You can add the demo later under **Admin → Organizations → + Demo organization** and delete it when you no longer need it.

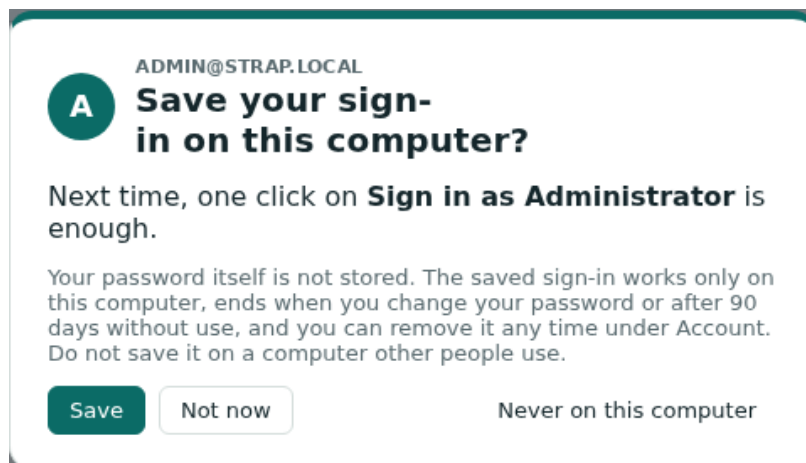
STRAP LT: the page is the same and is titled *Welcome to STRAP LT*.



The start page in STRAP LT

2.5 Save your sign-in on this computer

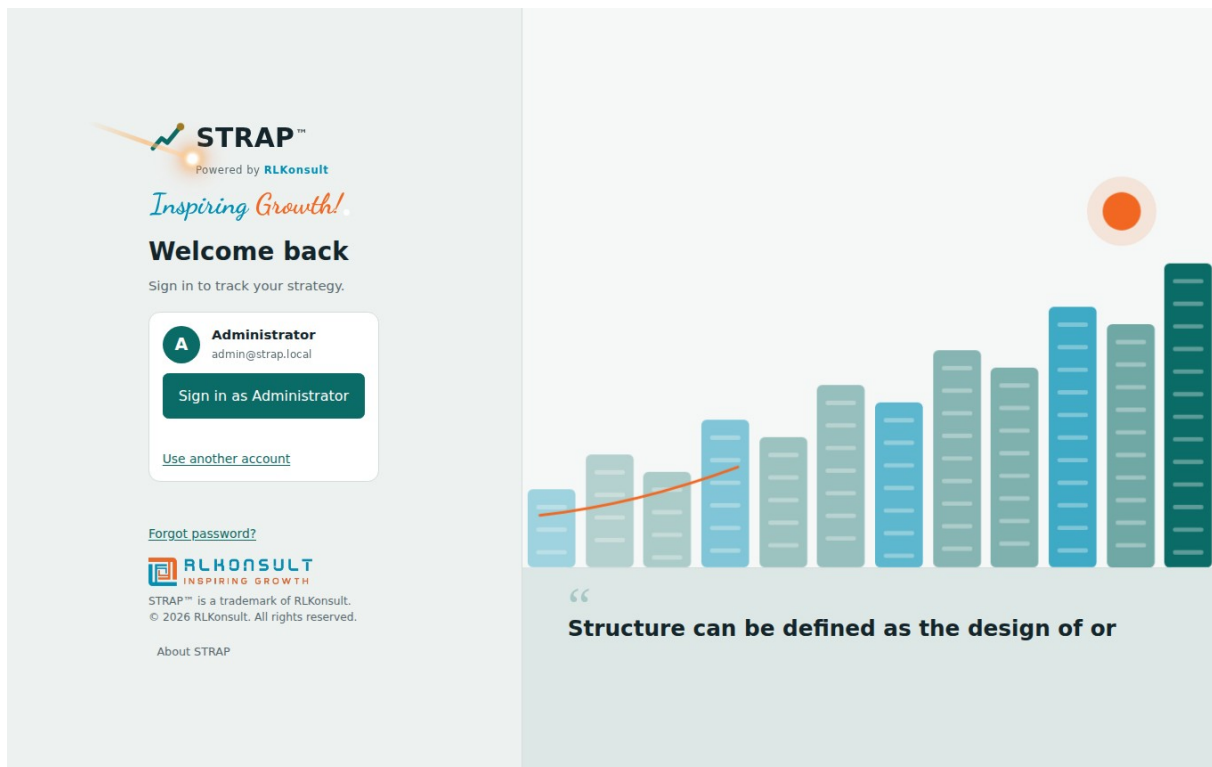
After you sign in, STRAP offers to **save your sign-in** on this computer.



The offer to save your sign-in

- **Save:** next time the sign-in page shows a card **Sign in as ...** with your name; one click is enough.
- **Not now:** ask again next time. **Never on this computer:** do not ask again here.

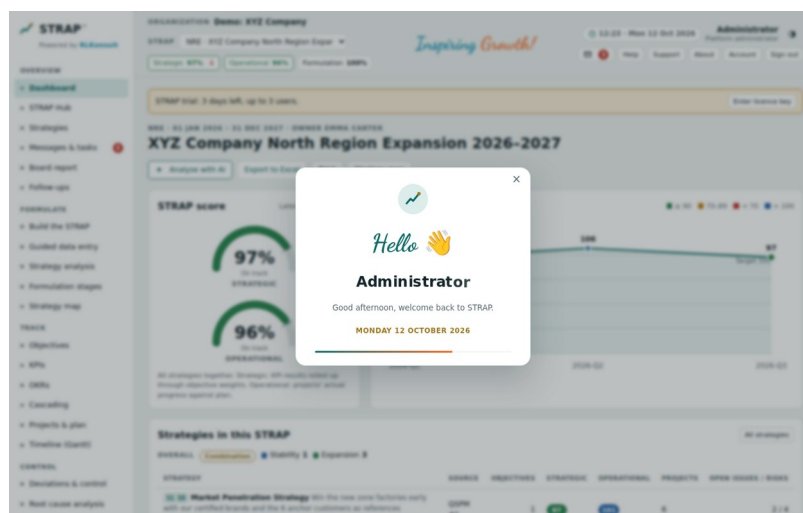
Your password itself is not stored. The saved sign-in works only on this computer, ends when you change your password or after 90 days without use, and can be removed at any time under **Account** → **Forget me on this computer**. Do not save it on a computer other people use. Under the card, **Use another account** takes you to the normal sign-in (STRAP LT: **Use my password instead**).



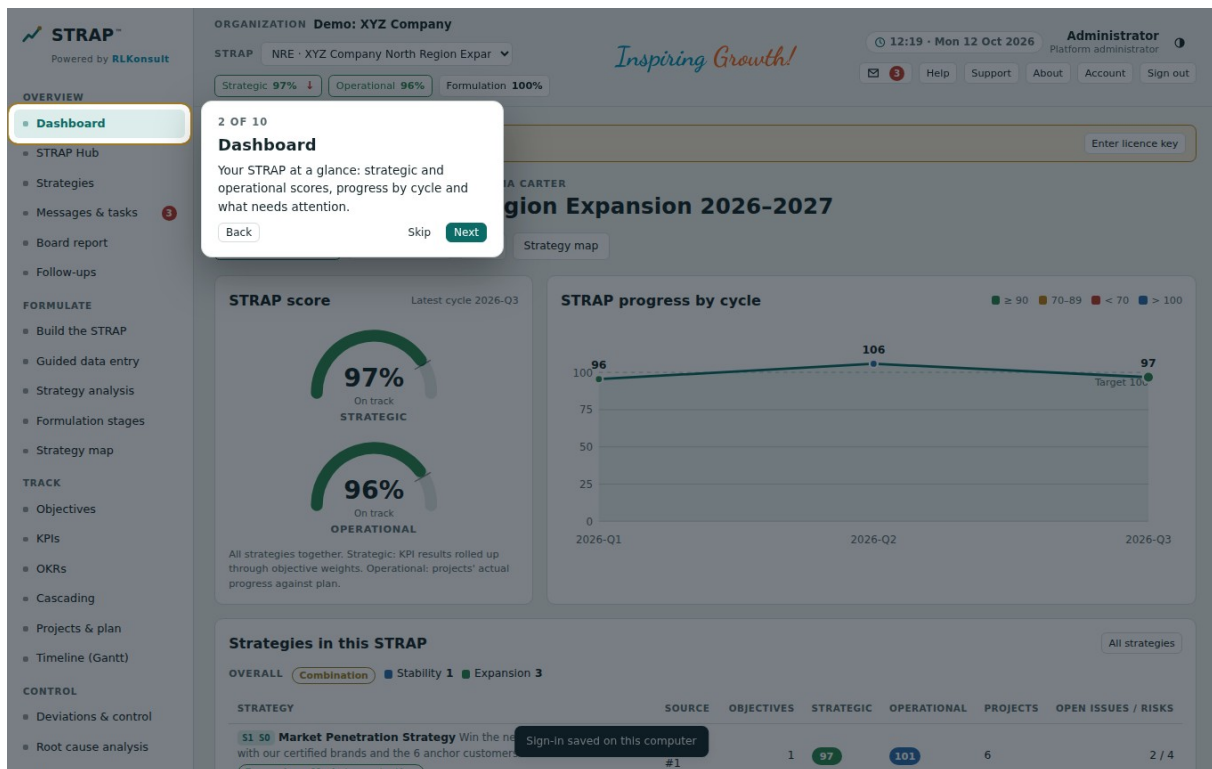
The sign-in page with a saved sign-in

2.6 The welcome pop-up, the tour and What's new

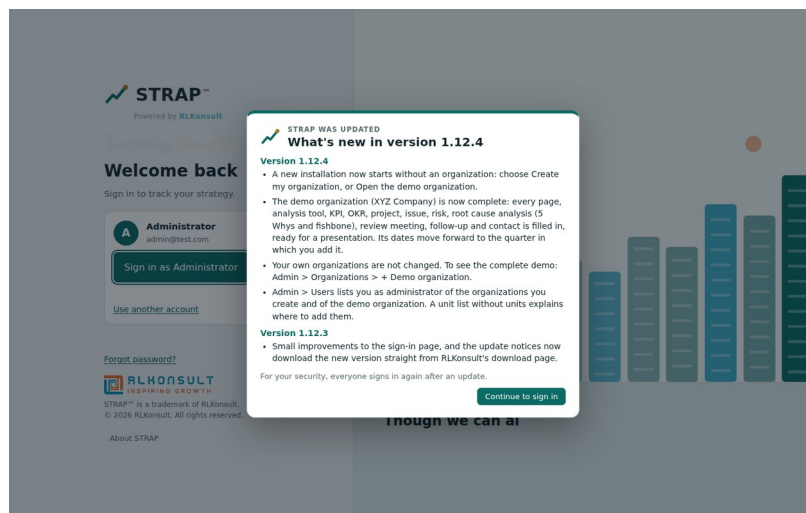
- **Welcome pop-up:** after signing in, STRAP greets you by name. Its style (card, banner, splash, corner, daily briefing, quote of the day or off) is chosen under **Admin → Appearance** (Part 3.7).
- **The tour:** on the first use, a one-minute tour points at the main places of the screen. Start it again at any time from **Help → Start the tour**.
- **What's new:** the first time STRAP starts after an update, a window lists what is new in the versions since the one you had. Everyone then signs in again.



The welcome pop-up



The one-minute tour



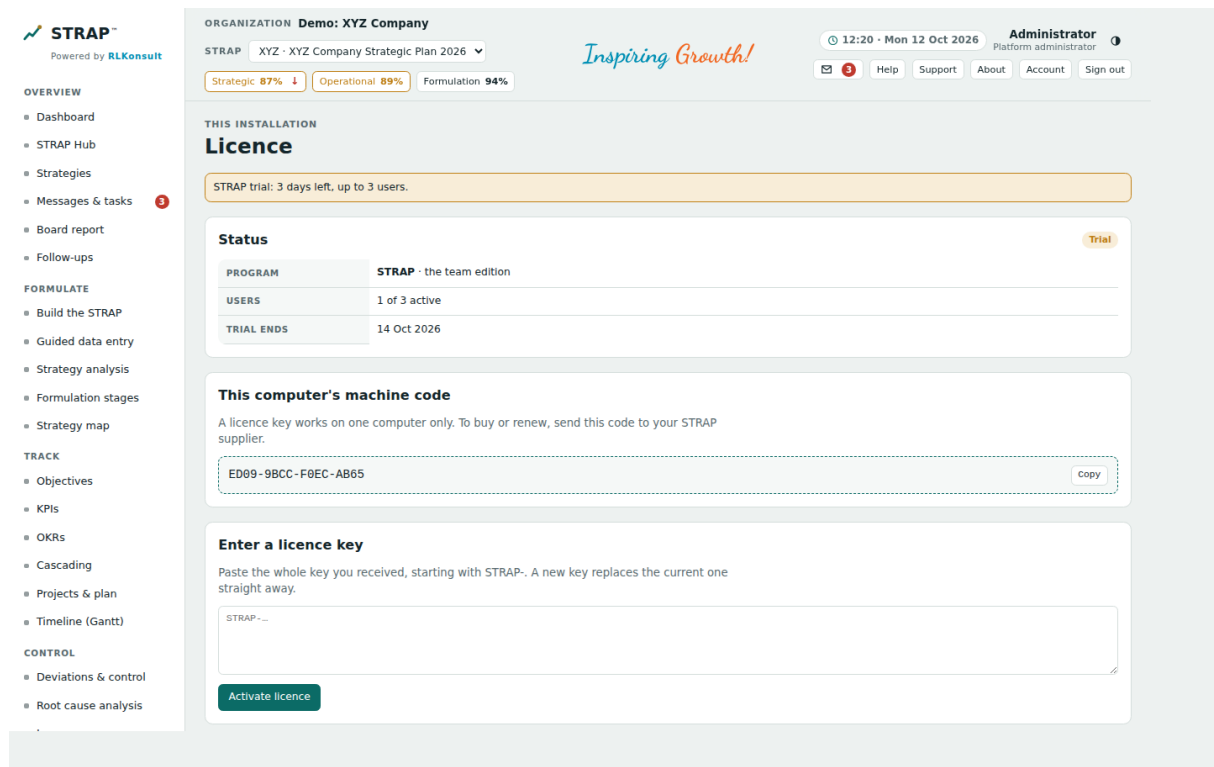
What's new after an update

2.7 The trial and the licence

A new installation runs as a **3-day trial for up to 3 users** (STRAP LT: 3 days), starting when you complete *Make this STRAP yours* (Part 2.3). A yellow bar at the top of every page shows how many days are left.

To buy or renew a licence:

1. Click **Enter licence key** in the yellow bar (or **Admin → Licence**).
2. Under **This computer's machine code**, click **Copy** and send the code to RLKonsult (info@RLKonsult.com) with the number of users you need.
3. You receive a licence key. Paste the whole key into **Enter a licence key** and click **Activate licence**.



The screenshot shows the STRAP Admin interface for 'Demo: XYZ Company'. The top navigation bar includes the STRAP logo, a dropdown menu for 'XYZ - XYZ Company Strategic Plan 2026', and a status bar with 'Strategic 87%', 'Operational 89%', and 'Formulation 94%'. The main content area is titled 'THIS INSTALLATION Licence'. It features a 'Status' section with a table showing 'PROGRAM: STRAP - the team edition', 'USERS: 1 of 3 active', and 'TRIAL ENDS: 14 Oct 2026'. Below this is a section for 'This computer's machine code' with a code 'ED09-9BCC-F0EC-AB65' and a 'Copy' button. The final section is 'Enter a licence key', which includes a text input field and an 'Activate licence' button.

Admin → Licence

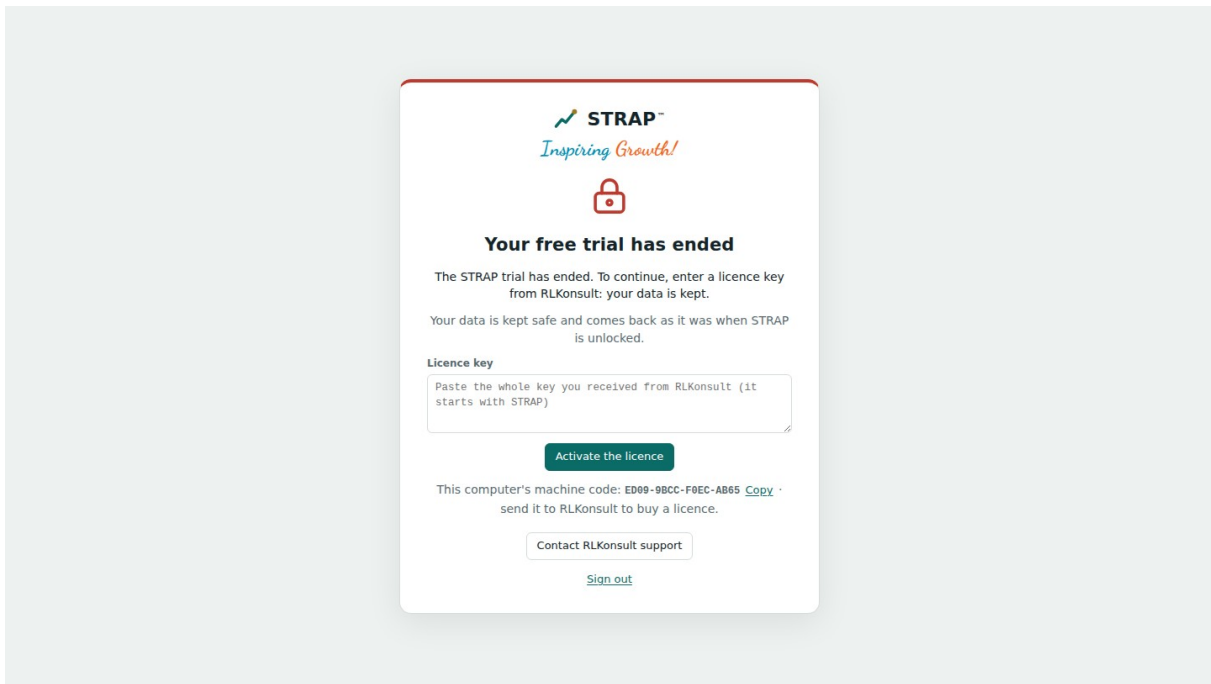
A customer STRAP hosted on RLKonsult's server starts with a trial set by RLKonsult (a number of users and an end date); RLKonsult installs the licence for you when you buy it. A **Windows computer connected to a server STRAP** (Part 20.6) follows the server's licence and needs no key of its own.

The licence counts **active user accounts**, not computers: a 10-user licence means 10 people with their own sign-in. A key works only on the computer it was made for, and only in the edition it was made for. An **annual** licence has an end date; a **perpetual** licence has none. Licence keys made from version 1.12.21 on start with **STRAP2-** and need STRAP 1.12.21 or newer: install the latest version before entering a new or renewed key.

When STRAP locks

STRAP **locks** when:

- the **trial** ends, or an **annual licence** ends, without a new key;
- RLKonsult **withdraws** the licence, or **suspends** this STRAP;
- this STRAP is **older than the minimum version** set by RLKonsult (install the new version: your data stays);
- STRAP has **not reached RLKonsult's server for 24 hours**: keep the computer connected to the internet. STRAP unlocks by itself as soon as it reconnects (**Try again now** checks at once);
- the licence installed here **belongs to another computer** (Part 2.9).



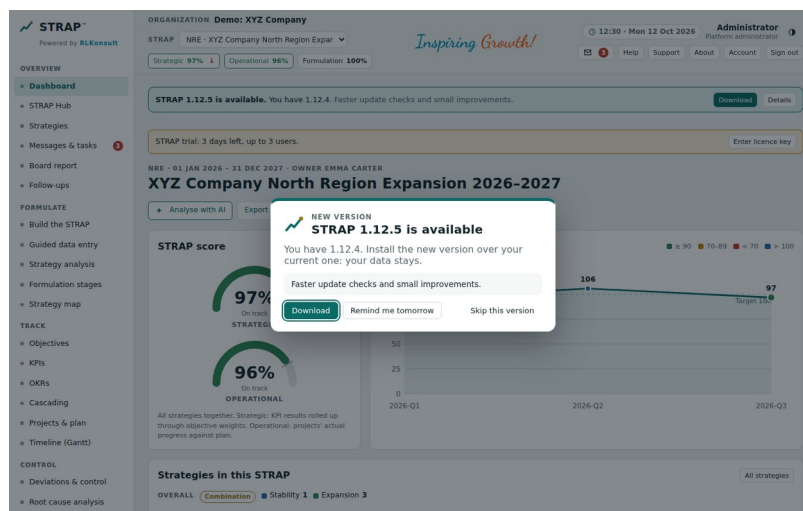
The lock screen when the trial has ended

While STRAP is locked, nothing can be opened, created, exported or backed up, for every user. The platform administrator can only **enter a licence key**, **contact RLKonsult** (support ticket or Ask RLKonsult) and **sign out**; other users see that they should contact their administrator. **Your data is kept safe**: everything comes back as it was as soon as STRAP is unlocked.

2.8 Updates

STRAP looks for a new version **by itself**: **as soon as it opens**, and again **every few minutes** while it runs. You do not need to press **Check now**. When there is a new version, the administrators see:

- a **pop-up** with the new version, what changed and a **Download** button;
- a **notice at the top of each page** until the update is installed;
- a **Windows notification**.



The update pop-up

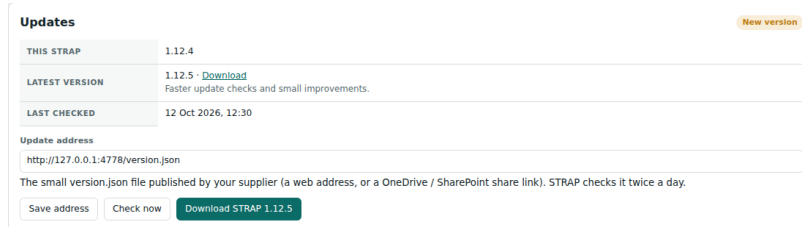
STRAP 1.12.5 is available. You have 1.12.4. Faster update checks and small improvements.

Download

Details

The update notice at the top of the page

Admin → Licence → Updates shows the version you have and the latest version, with **Check now** and, when a new version exists, **Download**. To update, download the setup file and install it over the old one (Part 2.1): your data, users and licence stay.



Admin → Licence → Updates

2.9 Moving your licence to another computer

A licence works on one computer. When you move STRAP to a new computer, RLKonsult moves your licence there for you, with the **same end date and number of users**; the old computer then stops working with it.

On the old computer (Admin → Licence → **Move my licence to another computer**):

1. Make a backup: **Admin → Backup & restore → Back up everything** (Part 20.2).
2. Click **Copy my licence key** and keep the key with the backup.

Move my licence to another computer

A licence works on one computer. To move it, RLKonsult moves it for you, with the same end date and number of users:

1. Here: make a backup (Admin → Backup & restore) and copy your licence key:

Copy my licence key
2. On the new computer: Install STRAP 1.12.22 or newer, sign in and restore the backup.
3. On the new computer: Admin → Licence → **Move a licence to this computer**: paste the key (not needed if you restored the backup) and click **Ask RLKonsult to move my licence to this computer**.

When RLKonsult approves it, the new computer works with the licence and this computer stops working with it.

On the old computer: Move my licence to another computer

On the new computer:

1. Install STRAP (Part 2.1), sign in and **restore** the backup (Part 20.2).
2. Open **Admin → Licence → Move a licence to this computer**, paste the key (not needed when you restored the backup) and click **Ask RLKonsult to move my licence to this computer**.

Move a licence to this computer

Do you already have a STRAP licence on another computer? Paste its licence key here (Admin → Licence → Copy my licence key on the old computer). If you restored the old computer's backup here, you can leave it empty. RLKonsult moves the licence to this computer with the same end date; the old computer stops working with it.

The key of your old computer: STRAP_

Ask RLKonsult to move my licence to this computer

On the new computer: Move a licence to this computer

3. The request goes to RLKonsult at once (or as soon as the computer reaches the internet). The card shows its state: waiting, done, or refused with RLKonsult's note. The new computer keeps working in its trial while it waits.

Move a licence to this computer

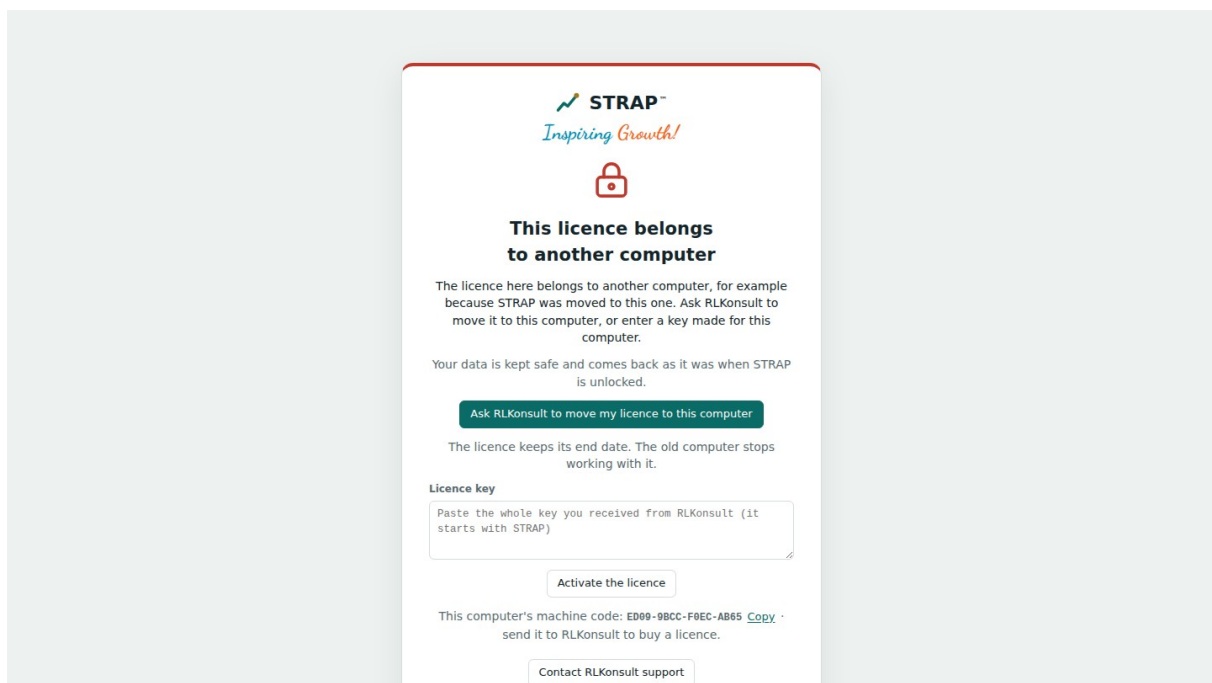
Do you already have a STRAP licence on another computer? Paste its licence key here (Admin → Licence → Copy my licence key on the old computer). If you restored the old computer's backup here, you can leave it empty. RLKonsult moves the licence to this computer with the same end date; the old computer stops working with it.

Request to move licence SL-2611-NT0042 to this computer: sent, waiting for RLKonsult (2026-10-20). STRAP switches to the licence by itself as soon as RLKonsult approves it.

The request was sent

4. When RLKonsult approves it, STRAP switches to the licence by itself. There is nothing to type.

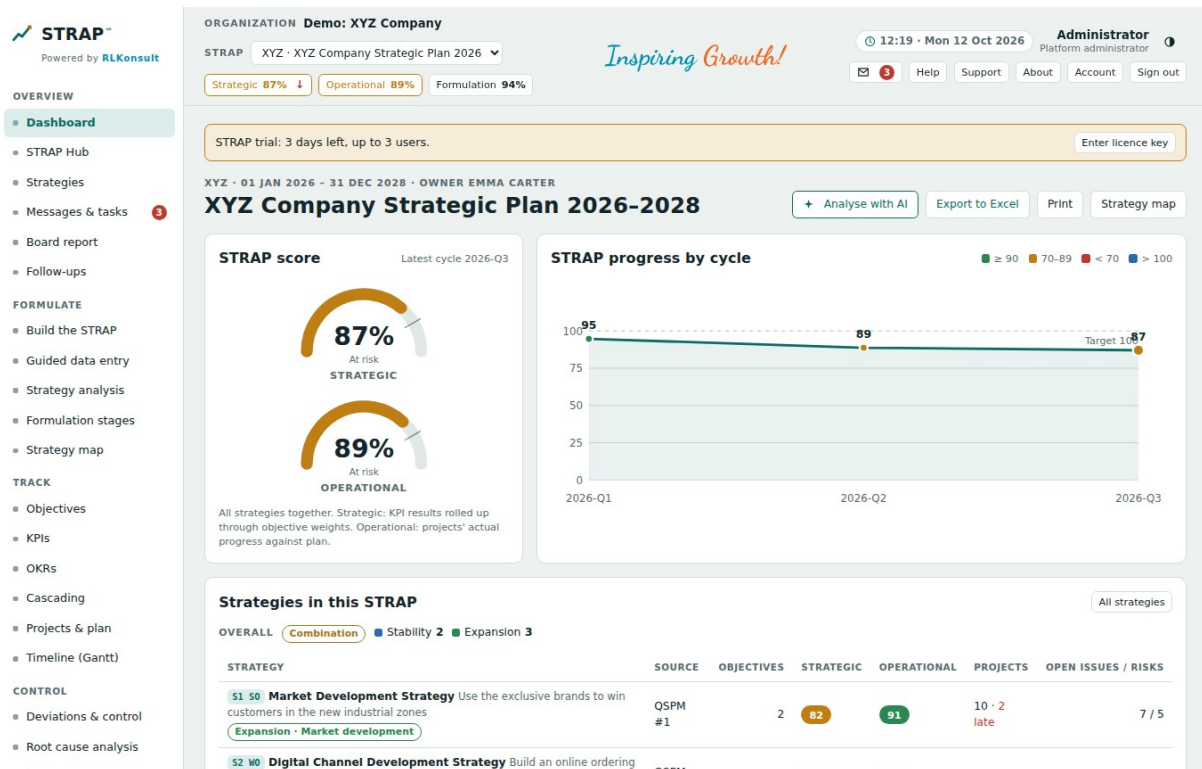
If the new computer opens **locked** with *This licence belongs to another computer* (for example after restoring the backup when its trial had ended), the same **Ask RLKonsult to move my licence to this computer** button is on the lock screen.



The lock screen with the licence of the old computer

Part 3 – Finding your way around the screen

Every page has the same frame: the **menu** on the left, the **top bar** across the top, and the page itself in the middle.



The dashboard, with the menu on the left and the top bar above

3.1 The top bar



The top bar

Item	What it does
Your logo	Your organization's logo, before its name, when one is set (Part 6.2).
Organization	The organization you are working in. If you have several, pick one from the list; every page changes to that organization.
STRAP	The strategic plan shown on every page. Pick another to switch.
Strategic %	The strategic score of the open STRAP (KPI results rolled up through the weights). The arrow shows whether it went up or down since the previous cycle.
Operational %	How the projects are progressing against their plan.
Formulation %	The share of formulation steps marked Done (Part 8).
<i>Inspiring Growth!</i>	The RLKonsult slogan.
Clock and date	Your computer's time; point at it for the full date, quarter and week. It can be hidden (Part 3.7).

Item	What it does
Your name and role	Who is signed in, and their role in this organization.
Round button	Switches between the light and dark theme.
Envelope	Opens Messages & tasks ; the red number is the count of unread messages (team edition, Part 17).
Help	Opens the help for the page you are on. You can also press F1 .
Ask RLKonsult	A live chat with RLKonsult, for the platform administrator. A number shows new messages from RLKonsult (Part 19.8).
Support	Opens a support ticket that goes straight to RLKonsult support; My tickets and News from RLKonsult are here too. A number shows new answers and news (Part 19.7 and 19.8).
About	Version, credits and contact details.
Account	Your name, email, password, security questions, saved sign-in and appearance.
Sign out	Ends your session.

The score chips are coloured by score, as explained in Part 1.3.

STRAP LT: the logo carries an **LT** badge and there is no envelope. **Ask RLKonsult** is there too.



The top bar in STRAP LT

3.2 The menu



OVERVIEW

- **Dashboard**
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

The menu (team edition)

Gro up	Pages	Used for	Part
Ove rview	Dashboard, STRAP Hub, Strategies, Messages & tasks, Board report, Follow-ups	Seeing the status, choosing a STRAP, communicating, reporting	16, 7, 10, 17

Gro up	Pages	Used for	Part
w			
For mul ate	Build the STRAP, Guided data entry, Strategy analysis, Formulation stages, Strategy map	Designing the strategy	7, 8, 9, 11
Trac k	Objectives, KPIs, OKRs, Cascading, Projects & plan, Timeline (Gantt)	Entering results and following delivery	11 to 14
Con trol	Deviations & control, Root cause analysis, Issues, Risks, Review meetings	Keeping the strategy on course	15
Ad min	Import from Excel, Users, Change history, Scoring settings, AI settings, Organizations, Customer copies, Licence, Email & reminders, Backup & restore, Windows ⇌ Server, Support tickets, Appearance	Setting STRAP up	6, 19, 20

People who are not strategy office see fewer Admin pages (Change history and Appearance). Organizations, Customer copies, Backup & restore, Windows ⇌ Server and Support tickets are for the platform administrator only.

STRAP LT: Overview shows **Follow-ups** in place of Messages & tasks, and Admin has no Users, no Customer copies and no Windows ⇌ Server.



OVERVIEW

■ Dashboard

- STRAP Hub
- Strategies
- Follow-ups
- Board report

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis
- Issues

The menu in STRAP LT

3.3 Things that work the same on every page

- **Details panel:** click a row in a table (an objective, a KPI, a project, an issue...) and its details open in a panel on the right, with its numbers, what it is linked to, buttons such as **Edit**, **Change history**, **Analyse with AI**, **Analyse root cause**, **Message the owner** and **Assign a task**. Close it with **Close**, by clicking outside it, or with **Esc**.

- **Forms:** buttons such as **+ New KPI** or **Edit** open a form in the middle of the screen. Fields marked * must be filled in. **Save** keeps your changes, **Cancel** leaves without saving, **Delete** (bottom left) removes the item after a confirmation. If something is wrong, a red message says what to fix.
- **Typing in tables:** where a table shows boxes (KPI targets and actuals, EFAS weights, key-result values, project progress...), type the value and press **Tab** or click elsewhere; it is saved at once.
- **Select all:** wherever you tick several items in a list, a **Select all** box ticks them all.
- **Owner fields:** when you type an owner, STRAP suggests the names already used. Type a new name for a new person.
- **Filters:** most lists can be filtered by strategy, unit, status or owner at the top.
- **Excel on every page:** **Template / Download / Upload** fill or update that page's part from Excel (Part 7.5).
- **Analyse with AI:** on most pages and in most details panels, a written review of what is on the screen (Part 18).
- **Confirmations:** a small notice at the bottom of the screen confirms each action ("Saved", "Message sent" ...).
- **Read-only:** when your role does not allow a change, the buttons are hidden or the change is refused with a message.

3.4 Help and the tour

Help (or F1) opens a panel with the guide for the page you are on, a search box for all topics, **Start the tour**, the **Quick-start guide (PDF)**, **Support: open a ticket** and, if AI is set up, a box where you can ask a question in your own words.

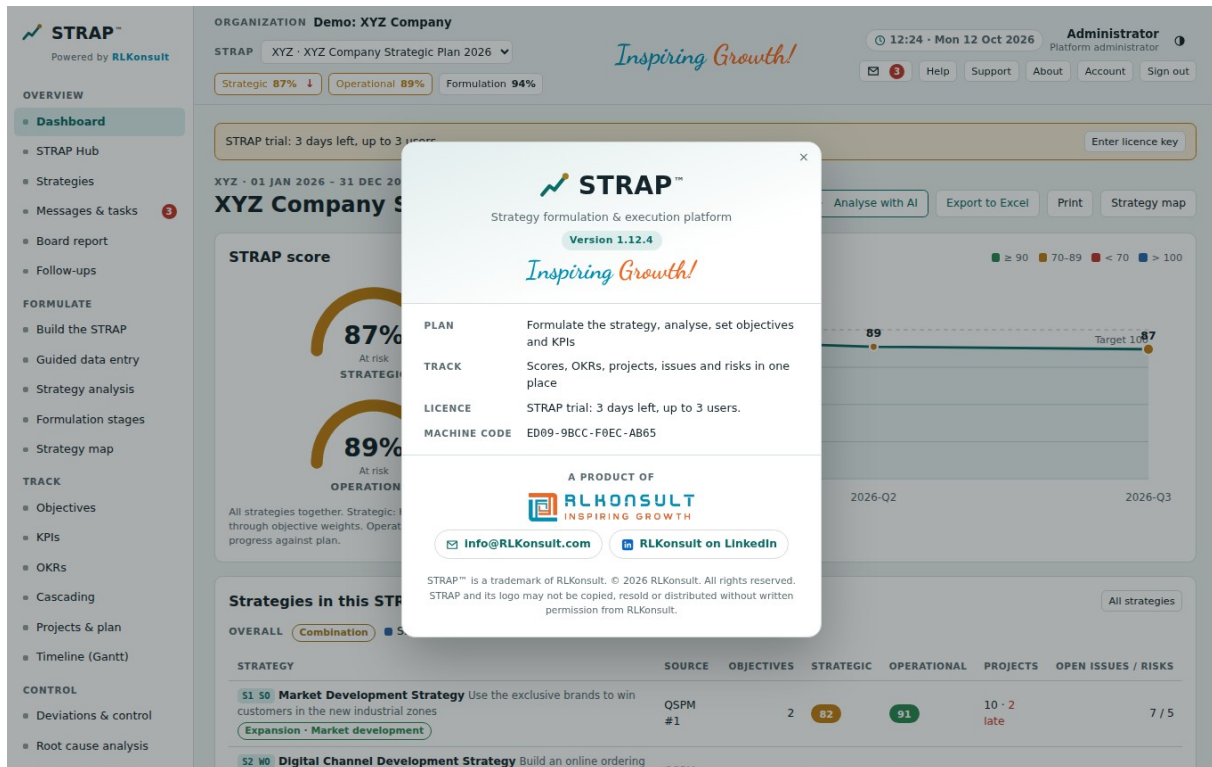


The screenshot shows the STRAP interface with the Help panel open on the right. The main dashboard displays the 'XYZ Company Strategic Plan 2026-2028' with a STRAP score of 87% (Strategic) and 89% (Operational). The Help panel on the right lists various topics like STRAP score, progress by cycle, strategies in this STRAP, and watchlist.

The Help panel

3.5 About

About shows the STRAP version, the edition, who designed and developed it, and how to contact RLKonsult. It can also be opened from the sign-in page (**About STRAP**).



About STRAP

3.6 Your account and passwords

Account opens your details:

Your account
Cancel

Security questions let you reset a forgotten password from the sign-in page.
[Change security questions](#)

Your name *

Administrator

Sign-in email *

admin@strap.local

Current password (needed to change the email or password)

New password (leave blank to keep it)

Repeat new password

Enter a password

☐ At least 8 characters
☐ An uppercase letter
☐ A number
☐ A special character (! @ # \$ % ...)

Appearance

Save

Your account

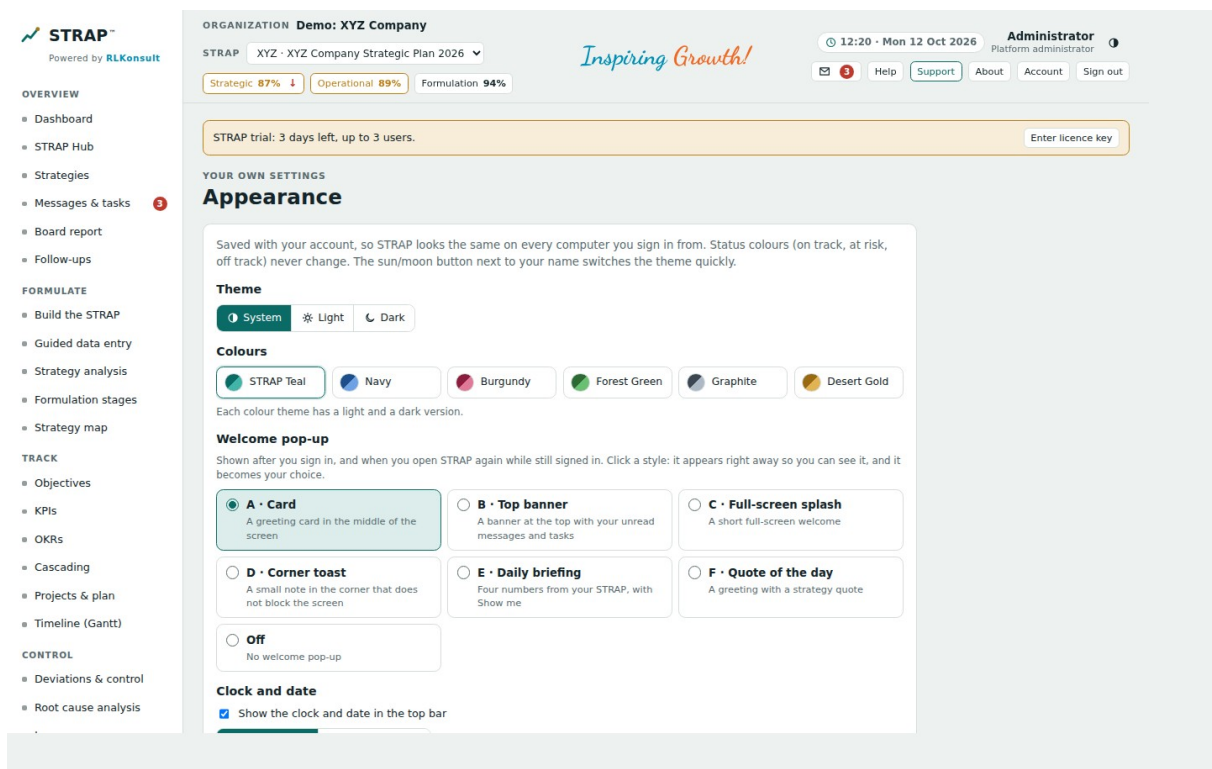
Field or button	What it does
Your name	Your full name as colleagues know it. It must match the Owner name on your items exactly.
Sign-in email	The email you sign in with.
Current password	Needed only when you change the email or the password.
New password / Repeat new password	Leave empty to keep the current password.
Change security questions	Choose new questions and answers for password recovery.
Forget me on this computer	Removes the saved sign-in (Part 2.5).
Appearance	Opens the appearance settings (Part 3.7).

Forgot your password?

1. On the sign-in page click **Forgot password?**, enter your email, answer your three security questions and choose a new password. After 5 wrong tries recovery is locked for 30 minutes.
2. If that does not work, ask the strategy office to reset it under **Admin → Users → Reset password**. At the next sign-in STRAP asks you to choose your own password.
3. **If nobody can reset it** (you work alone or you are the only administrator): on the Forgot password page click **I can't answer my security questions**. STRAP shows a request; send it to support@RLKonsult.com. After checking who you are, RLKonsult sends a reset code that works on this computer, for your email, once, within 24 hours.

3.7 Appearance

Admin → Appearance (or **Account → Appearance**). Your choices are saved with your account.



The screenshot displays the STRAP user interface. At the top, there's a header with the STRAP logo, organization name 'Demo: XYZ Company', and user information 'Administrator Platform administrator'. Below the header, a navigation sidebar on the left lists various sections: Overview, Formulate, Track, and Control. The main content area is titled 'Appearance' under 'YOUR OWN SETTINGS'. It includes a trial notice 'STRAP trial: 3 days left, up to 3 users.' and a section for 'Theme' with options for System, Light, and Dark. The 'Colours' section shows a selection of color themes: STRAP Teal, Navy, Burgundy, Forest Green, Graphite, and Desert Gold. The 'Welcome pop-up' section offers several options: A (Card), B (Top banner), C (Full-screen splash), D (Corner toast), E (Daily briefing), and F (Quote of the day). The 'Clock and date' section has a checkbox to 'Show the clock and date in the top bar'.

Admin → Appearance

Setting	Choices
Theme	System (follows Windows), Light or Dark. The round button in the top bar switches quickly.
Colours	STRAP Teal, Navy, Burgundy, Forest Green, Graphite or Desert Gold, each in a light and a dark version. Status colours never change.
Welcome pop-up	A Card, B Top banner, C Full-screen splash, D Corner toast, E Daily briefing (your overdue corrective actions, KPIs waiting for an actual, unread messages and tasks, STRAP score), F Quote of the day, or Off. Clicking a style shows it at once.
Clock and date	24-hour or 12-hour, or hidden.
How STRAP opens on this computer	Its own window or a tab in your web browser. Open in a browser tab now (or in its own window now) switches at once.

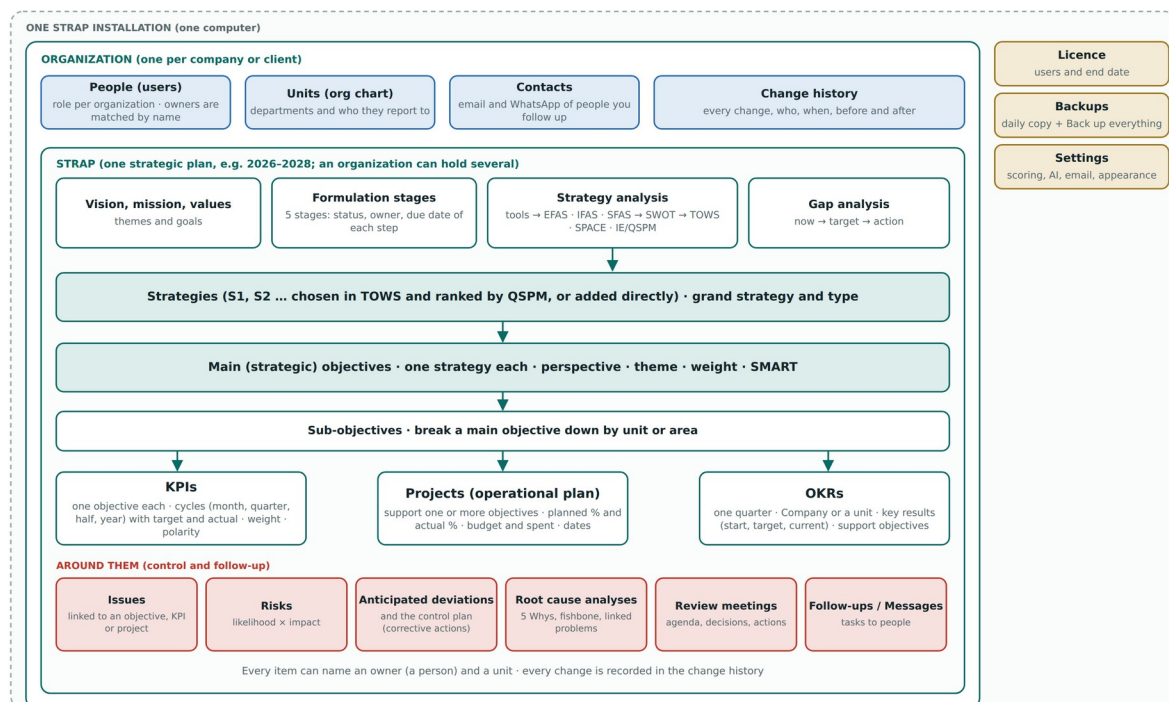
Part 4 – The STRAP map: how everything connects

This part answers three questions: **what shows where**, **where each page gets its data**, and **what a change sets in motion**. Four diagrams give the overview; the tables after them give the detail. Keep this part at hand when you present STRAP or when a number on one page surprises you: the tables tell you where it comes from. The four diagrams are also supplied as a separate A3 file (*STRAP Map 1.12.4 (A3).pdf*) for printing or for the wall.

4.1 What holds what

The building blocks of STRAP

What holds what: an installation holds organizations, an organization holds STRAPs, a STRAP holds everything else.

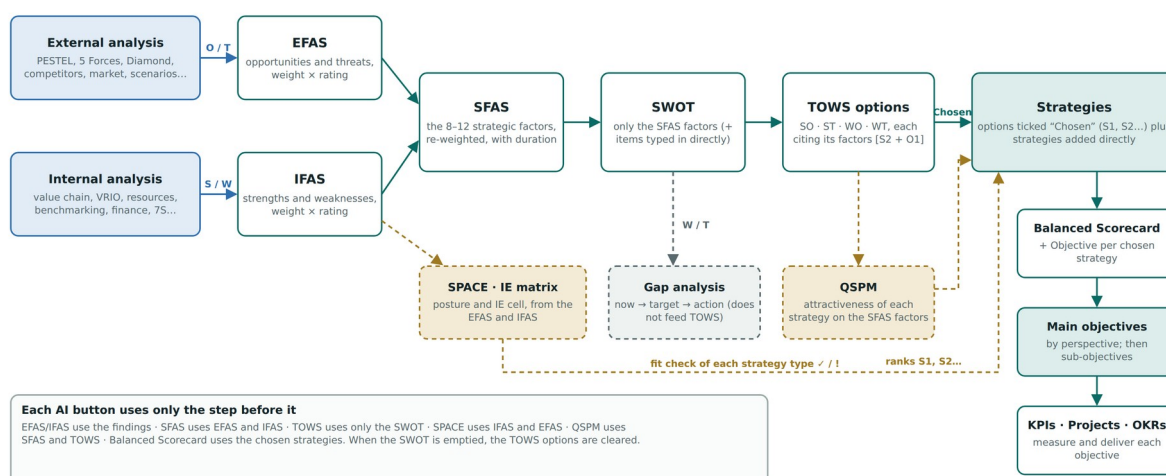


What holds what

- One **installation** (one computer) holds the licence, the backups, the settings and any number of **organizations**.
- An **organization** holds its people and their roles, its units (org chart), its contacts, its change history and its **STRAPs**.
- A **STRAP** holds everything else: vision, mission and values, themes, formulation stages, the strategy analysis, the strategies, objectives, KPIs, projects, OKRs, deviations and control plan, root cause analyses, issues, risks and review meetings.

From analysis to objectives

How the strategy analysis feeds the strategies, and the strategies feed the objectives. Dashed = optional steps.



How the analysis feeds the strategies and the objectives

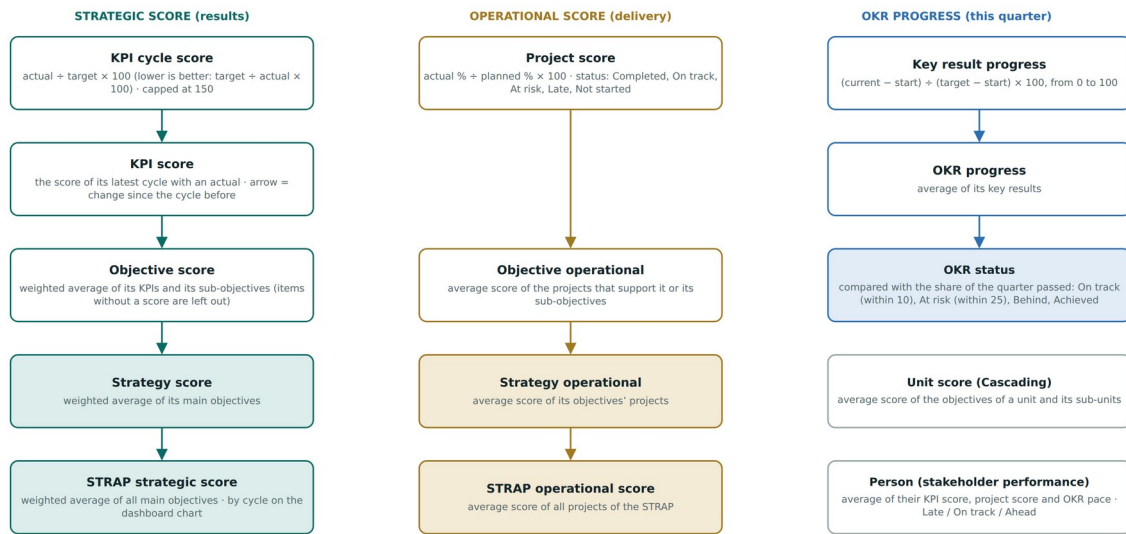
Step	Takes its data from	Gives its data to
External analysis (PESTEL, 5 Forces...)	What you type or upload	EFAS (the Opportunities and Threats)
Internal analysis (value chain, VRIO...)	What you type or upload	IFAS (the Strengths and Weaknesses)
EFAS / IFAS	Bring in findings from the tools	SFAS (the ticked factors), SPACE (FS, CA, ES, IS), IE matrix (the totals)
SFAS	The EFAS and IFAS factors you tick	SWOT, QSPM (the factors and weights)
SWOT	The SFAS factors, plus items typed directly	TOWS, gap analysis (Bring in), Formulation stages
Gap analysis	Your input; Bring in adds SWOT weaknesses and threats	Board report, root cause analysis (does not feed TOWS)
TOWS	The SWOT only	Strategies (the options ticked Chosen), QSPM
SPACE, IE matrix	EFAS and IFAS	The fit check (✓ / !) on the Strategies page and in the QSPM
QSPM	SFAS factors × TOWS strategies	The rank of the strategies (S1, S2...)
Balanced Scorecard	The chosen strategies	Main objectives under the right perspective
Main objectives	The Balanced Scorecard step, Guided data entry, the Objectives page or Excel	KPIs, projects, OKRs, sub-objectives

When the SWOT becomes empty, the TOWS options and their QSPM scores are cleared automatically, because they no longer have a basis.

4.3 How the scores roll up

How the scores roll up

Results flow upwards: from each KPI cycle to the whole STRAP. Project progress gives the operational score, key results give OKR progress.



COLOURS (Admin → Scoring settings sets the limits; defaults shown)



Weights are compared with each other: 20/30/50 and 2/3/5 give the same result. A cycle without an actual has no score and is left out.
Risk severity = likelihood × impact: 15+ critical, 8-14 high, below 8 low. Formulation progress = steps marked Done ÷ all steps.

How the scores roll up

Score	Calculation	Shown on
KPI cycle score	Higher is better: $\text{actual} \div \text{target} \times 100$. Lower is better: $\text{target} \div \text{actual} \times 100$. Capped at 150. No actual = no score.	KPI details (cycle table and chart)
KPI score	The score of its latest cycle with an actual; the arrow compares it with the cycle before.	KPIs page, objective details, dashboard KPI health, Watchlist, High-priority KPIs, Cascading, board report
Objective score	Weighted average of its KPIs and sub-objectives (items without a score are left out).	Objectives page, Strategy map colours, dashboard Main objectives, Cascading, board report
Strategy score	Weighted average of its main objectives.	Strategies page, dashboard Strategies box, Timeline
STRAP strategic score	Weighted average of all main objectives; also per cycle.	Top bar Strategic % , dashboard STRAP score and chart, STRAP Hub, board report
Project score	$\text{Actual \%} \div \text{planned \%} \times 100$. Status: Completed at 100% actual, Not started when both are 0, otherwise On track (≥ 90), At risk (≥ 70) or Late.	Projects page, Gantt, objective details, dashboard Projects
Operational score	Average project score of an objective, a strategy or the whole STRAP.	Top bar Operational % , Objectives, Strategies, dashboard
Key-result progress	$(\text{current} - \text{start}) \div (\text{target} - \text{start}) \times 100$, from 0 to 100.	OKRs page
OKR progress	Average of its key results, compared with the	OKRs page, dashboard OKRs

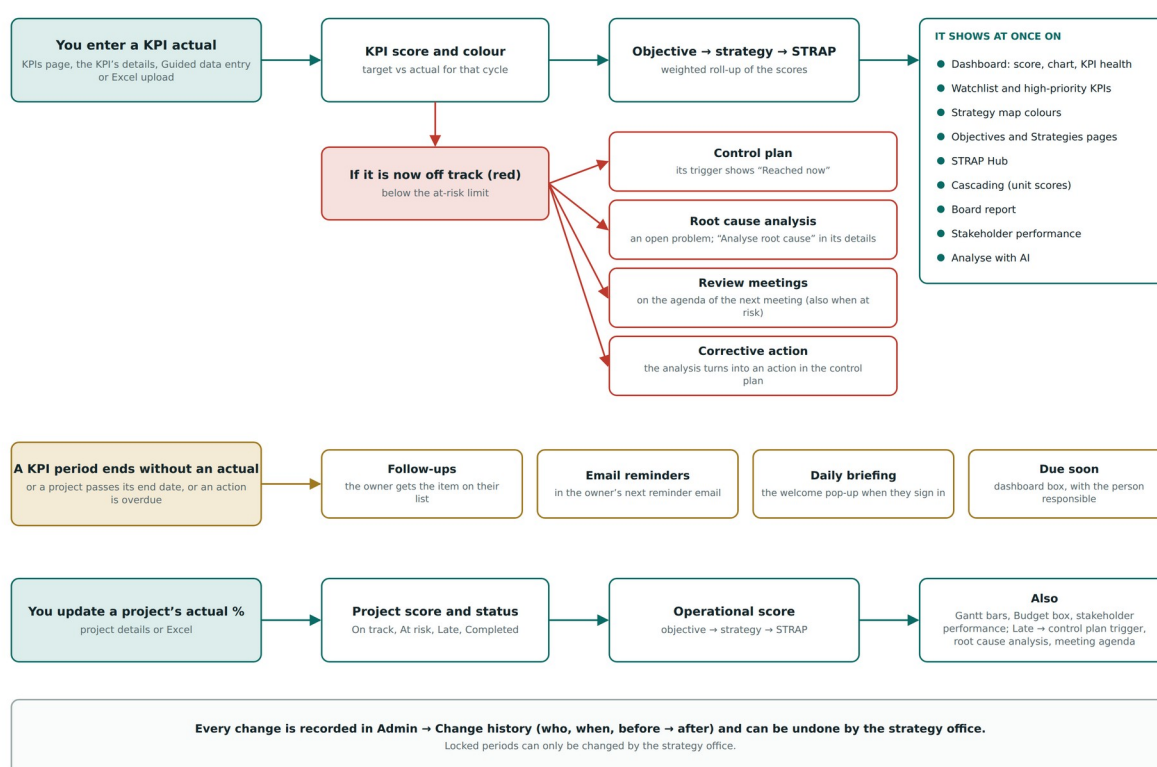
Score	Calculation	Shown on
and status	share of the quarter passed: On track within 10 points, At risk within 25, Behind, Achieved at 100%, Not started before the quarter.	
Unit score	Average score of the objectives of a unit and its sub-units.	Cascading
Person (stakeholder) score	Average of their KPI score, project score and OKR pace: Late, On track or Ahead.	Dashboard Stakeholder performance
Risk severity	Likelihood × impact: 15 and above critical, 8–14 high, below 8 low.	Risks page and heat map, dashboard, meetings
Formulation progress	Steps marked Done ÷ all steps.	Top bar Formulation % , Formulation stages, Hub, dashboard

Weights are compared with each other: 20/30/50 and 2/3/5 give the same result.

4.4 What one change sets in motion

What one change sets in motion

Example: what happens across STRAP when an owner enters a result.



What one change sets in motion

4.5 What shows where

Each item you enter appears on several pages. This table lists every place.

Item	Where it appears
Organization	Top bar Organization menu, Admin → Organizations, start page
STRAP	Top bar STRAP menu, STRAP Hub, Build the STRAP, Guided data entry, dashboard, board report, Excel export
Vision, mission, values	Formulation stages, Build the STRAP, Gap analysis (as a reminder), board report, AI reviews
Analysis findings	Strategy analysis (tool cards), EFAS / IFAS (after Bring in), Excel
EFAS / IFAS factors	EFAS / IFAS tables, SFAS list, SPACE, IE matrix
SFAS factors	SFAS, SWOT, QSPM, TOWS (through the SWOT)
SWOT	Strategy analysis, Formulation stages, Gap analysis (Bring in), TOWS
Strategy	Strategies page, dashboard (Strategies in this STRAP, Main objectives by strategy, Timeline), Gantt chart, Objectives (Strategy column and filter), every page's Strategy filter, QSPM, deviations, board report
Main objective	Objectives page, Strategy map, dashboard Main objectives, Cascading (its unit), KPI form (Objective), project form (Supports objectives), OKR form (Supports strategic objectives), alignment matrix, issue and risk Linked to , deviations and control plan, Gantt (SMART deadline diamond), messages (about), board report
Sub-objective	Objectives page (under its main objective), Cascading, KPI and project forms, alignment matrix
KPI	KPIs page, objective details, dashboard (KPI health, Watchlist, High-priority KPIs, Stakeholder performance, Due soon), Cascading, Guided data entry (Targets), control plan (link and Reached now), root cause analysis, review meeting agenda, Follow-ups (result not entered), email reminders, daily briefing, board report
Project	Projects page and alignment matrix, Gantt chart, objective details, dashboard (Projects, Budget, Timeline, Due soon, Stakeholder performance), Cascading, control plan (Bring in ... off track), root cause analysis, review meeting agenda, Follow-ups, email reminders, board report
OKR and key results	OKRs page, dashboard OKRs, objective details (linked OKRs), Stakeholder performance
Issue	Issues page and charts, details of the item it is linked to (also of the objective above it, marked <i>via</i>), Strategies page (open issues), dashboard Issues and risks, review meeting agenda (urgent issues), Pareto, Follow-ups, email reminders, board report
Risk	Risks page and heat map, details of the linked item, Strategies page, dashboard Issues and risks, review meeting agenda (high risks), deviations AI, board report
Anticipated deviation	Deviations & control, control plan, root cause analysis, board report, Excel
Corrective action	Control plan, dashboard Control plan and Due soon, Gantt (diamond, red when overdue), Follow-ups, email reminders, daily briefing, review meeting agenda (overdue), board report
Root cause analysis	Root cause analysis page, Root cause ✓ on the analysed item, dashboard (open problems, fixes to check), board report, Excel
Review meeting	Review meetings, control plan (To control plan), Follow-ups (Follow-up task), email reminders (meeting actions)
Unit	Cascading, every Entity field, Users (unit managers), OKR Level , project Budget by entity , filters

Item	Where it appears
Person / owner	Every Owner field, Stakeholder performance, Follow-ups, Messages & tasks, email reminders, Contacts, Users
Formulation step	Formulation stages, top bar Formulation %, STRAP Hub, dashboard Formulation stages, Build the STRAP, Follow-ups (due within 14 days)
Change	Admin → Change history, Change history in each details panel

4.6 Where each page gets its data

Page	Its data comes from
Top bar chips	Strategic: KPI actuals and targets through the weights. Operational: project planned and actual %. Formulation: steps marked Done.
Dashboard	Every part of the open STRAP: scores, strategies, objectives, KPIs, OKRs of the quarter, projects, issues, risks, control plan, budget, root cause analyses, people (owners)
STRAP Hub	The STRAPs of the organization with their scores and formulation progress
Strategies	TOWS options ticked Chosen (ranked by QSPM) and strategies added directly; their objectives, projects, issues and risks; SPACE and IE for the fit check
Board report	The same as the dashboard, for the cycle you choose, plus the corrective actions, root causes, top risks and open issues
Follow-ups	Tasks given there, plus what people own: open corrective actions, late or at-risk projects, KPI results missing for a finished period, open issues, formulation steps due within 14 days
Messages & tasks	Messages and tasks between users; items they are about
Build the STRAP	All the pages of formulation, in order
Guided data entry	The STRAP, strategies, units, objectives, KPIs, projects, issues, risks, SWOT and gaps
Strategy analysis	Your findings and the chain of Part 4.2
Formulation stages	Step status, owner and due date; evidence counted from the data
Strategy map	Main objectives by perspective and theme, their scores and Drives links
Objectives	Objectives and their KPIs, sub-objectives and projects
KPIs	KPIs with their cycles, targets and actuals
OKRs	OKRs with their key results and the date (quarter elapsed)
Cascading	Units and the objectives, KPIs and projects assigned to them
Projects & plan	Projects; the alignment matrix uses their Supports objectives
Timeline (Gantt)	Projects with start and end dates; strategy bars from their projects; SMART deadlines; corrective action due dates
Deviations & control	Deviations and actions you enter; Reached now from KPI, objective and project status
Root cause analysis	The problem item (KPI, project, issue, risk, deviation, gap or action) and your analysis
Issues / Risks	What you enter; the item each one is linked to
Review meetings	Agenda from KPIs at risk or off track, late or at-risk projects, overdue actions, urgent issues and high risks

Page	Its data comes from
Email reminders	The same items as Follow-ups, sent to the owner's email (Users or Contacts)

4.7 What changes what

When you...	...this changes
Enter a KPI actual	KPI score and colour → objective, strategy and STRAP score → top bar, dashboard, map, Objectives, Strategies, Hub, Cascading, board report, Stakeholder performance. If it becomes red: control plan Reached now , the review meeting agenda, and Analyse root cause offered in the KPI's details.
Change a KPI target, polarity or weight	The same chain as an actual.
Change an objective weight	The score of its parent objective, strategy and the STRAP.
Update a project's actual %	Project score and status → operational score of its objectives, strategy and STRAP; Gantt bar; Stakeholder performance. If Late: control plan trigger, meeting agenda, root cause offered.
Pass a project end date or a KPI period without an actual	Follow-ups, email reminders, daily briefing, dashboard Due soon.
Update a key result	OKR progress and status; dashboard OKRs; Stakeholder performance.
Mark a formulation step Done	Formulation %, Hub, dashboard.
Tick a factor for SFAS	SFAS, SWOT, QSPM factors.
Empty the SWOT	TOWS options and QSPM scores are cleared.
Tick a TOWS option Chosen	A new strategy on the Strategies page and in the QSPM; available in the Balanced Scorecard step and in the objective Strategy field.
Score the QSPM	The order (S1, S2...) of the strategies.
Link an issue or risk to an item	It appears in that item's details and in the details of the objective above it (via).
Confirm a root cause	Pareto; Turn the root cause into... creates a linked action, objective, KPI, project, risk, issue or task. Three confirmed analyses with the same cause mark it Systemic .
Change a person's name in Users	Owner matching: the Owner fields must use the new name for the person to keep editing their items.
Change scoring settings	Every colour in the organization.
Lock a KPI period	Only the strategy office can change values of that period.
Undo a change (Change history)	The item goes back; the undo is itself recorded and can be undone.

Part 5 – Quick start: your first STRAP in ten steps

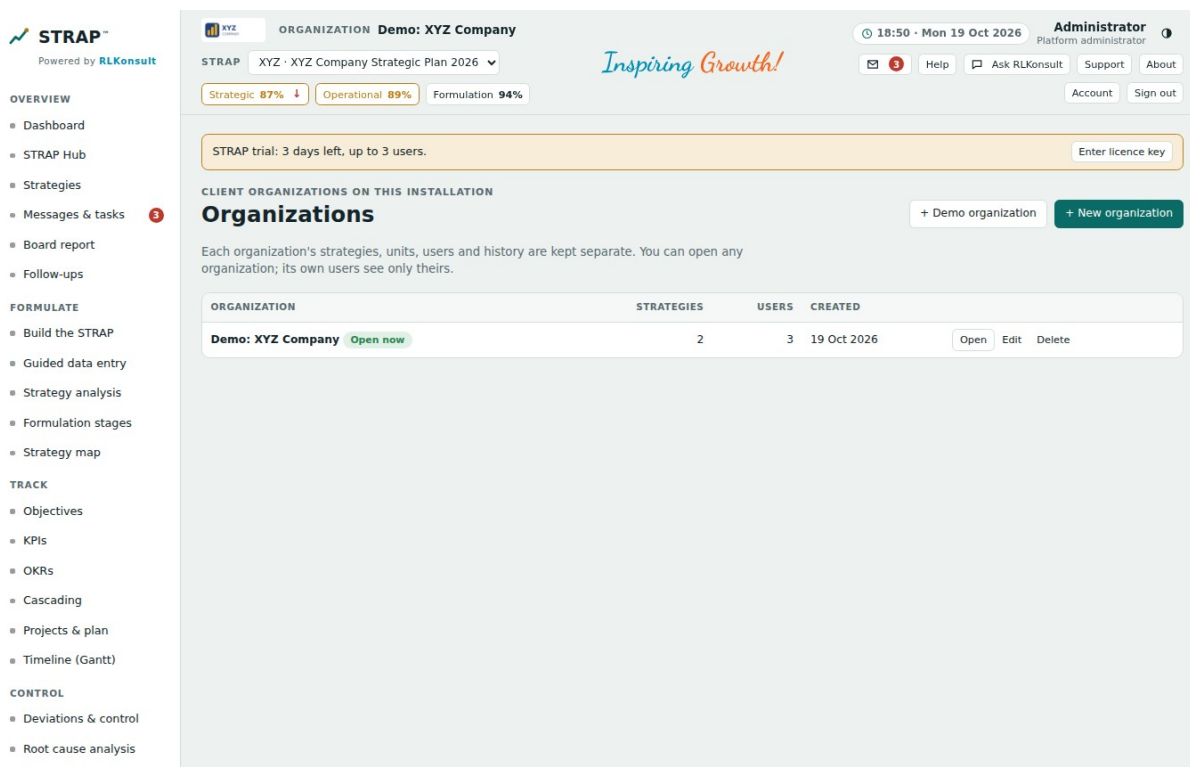
If you want to see a finished example first, open the demo organization (Part 2.4) and look around: every page has realistic data. When you are ready to enter your own organization, follow these steps.

1. **Sign in and choose your password** (Part 2.3).
2. **Activate your licence:** Admin → Licence (Part 2.7).
3. **Create your organization** on the start page, or under Admin → Organizations → **+ New organization** (Part 6.1).
4. **Add your departments:** Track → Cascading → **+ Add unit**, with who each reports to (Part 6.4).
5. **Add the people** (team edition): Admin → Users → **+ Add person**, with their role (Part 6.3).
6. **Create the STRAP:** STRAP Hub → **+ New STRAP**. **Build the STRAP** then walks you through every step (Part 7).
7. **Write the vision, mission and values** and the themes (Part 8).
8. **Analyse:** Strategy analysis, from the tools to EFAS, IFAS, SFAS, SWOT, gaps, TOWS and, if you wish, SPACE and QSPM (Part 9).
9. **Set the strategies, objectives, KPIs, projects and OKRs** (Parts 10 to 14), then the anticipated deviations and the control plan (Part 15). You can also load everything at once from the Excel template (Part 7.5).
10. **Each period, enter results:** owners enter KPI actuals, project progress and key-result values. The dashboard, the map and the board report update by themselves (Part 16).

Part 6 – Organizations, people and units

6.1 Organizations

Admin → Organizations (platform administrator) lists every organization of the installation.



Admin → Organizations

Button	What it does
+ New organization	Creates an empty organization. You become its administrator.
+ Demo organization	Adds <i>Demo: XYZ Company</i> with two complete example STRAPs, dated to the current quarter. Your own organizations are not changed.
Open	Switches to that organization (the same as choosing it in the top bar).
Edit	Changes its name and its profile: logo, details, currency and strategy period (Part 6.2).
Delete	Removes the organization with all its STRAPs, units, memberships and history. Type DELETE to confirm. Make a backup first if you may need it again.

Each organization's data, units, users and history are kept separate: a user sees only the organizations they belong to. A consultant typically keeps one organization per client.

+ New organization also asks for the profile below. All of it is optional and can be added later.

6.2 Organization profile and logo

The administrator of an organization keeps its profile under **Admin → Scoring settings → Organization profile and logo**; the platform administrator can also change it with **Edit** in Admin → Organizations.

Organization profile and logo

[Edit](#)

Logistics and warehousing · Cairo, Egypt · <https://www.xyz-company.example> · Currency EGP · Strategy period 2026-2028

The organization profile

Click **Edit**, then:

Field	What it is used for
Logo	Choose a picture (PNG, JPG, WEBP or SVG; a wide logo on a white or transparent background looks best). It replaces the RLKonsult logo on the board report and the meeting minutes , and shows in the top bar . Remove goes back to the RLKonsult logo.
Short name, Sector, Country, City, Website	Shown on the cover of the board report.
Contact person, Contact e-mail	Who to contact about the strategy; shown on the report cover.
Currency	Shown with project budgets and spent amounts.
Strategy period (from, to)	The years suggested when you create a new STRAP.

Edit organization

[Cancel](#)

Demo: XYZ Company

Logo and details (optional)

The logo replaces the RLKonsult logo on the board report and meeting minutes. The details show on the report cover. You can add or change all of this later.

Logo



[Choose File](#)
xyz-logo.png
[Remove](#)

PNG, JPG, WEBP or SVG. A wide logo on a white or transparent background looks best.

Short name

Sector / Industry

Country

City

Website

Contact (optional)

Contact person

Contact e-mail

Planning (optional)

The currency is shown with project budgets. The strategy period is the start and end suggested for a new STRAP.

Currency

Strategy period from (year)

to (year)

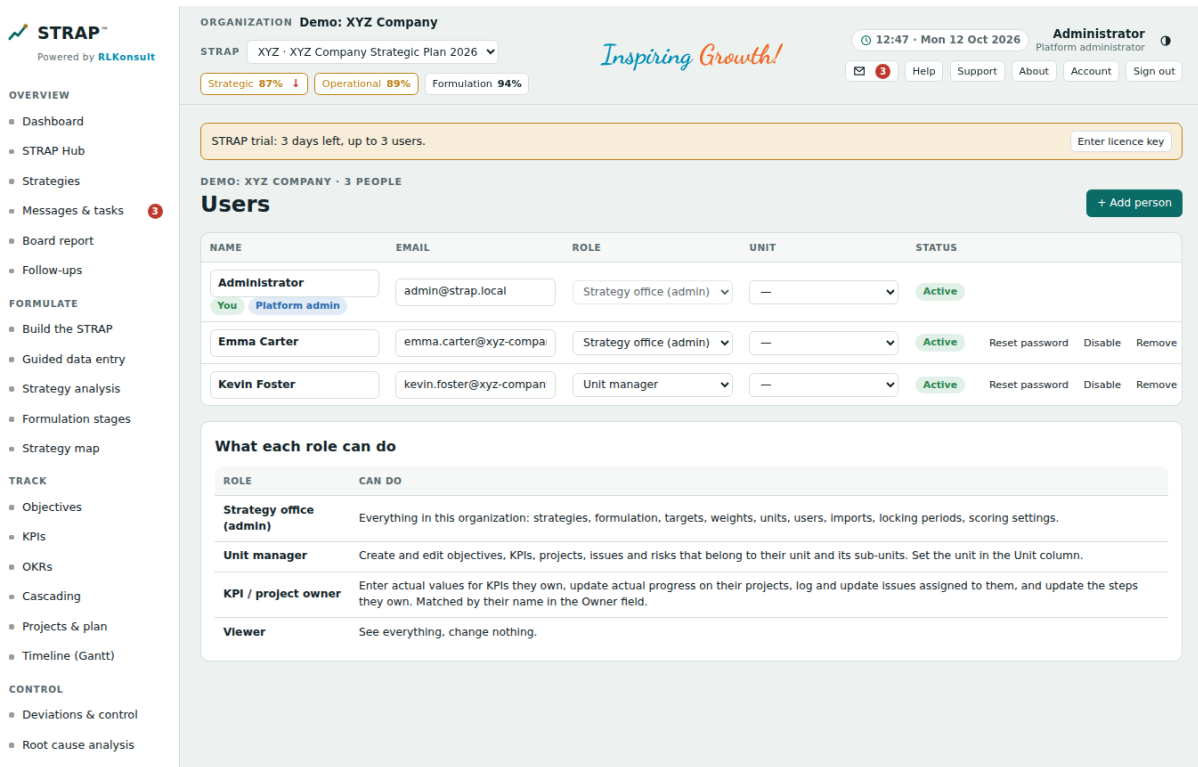
[Save](#)

Editing the profile and logo

Click **Save**. The report, the minutes and the top bar change at once. The board report and minutes always carry a small *Prepared with STRAP™ · RLKonsult* line at the bottom.

6.3 People (users) and roles

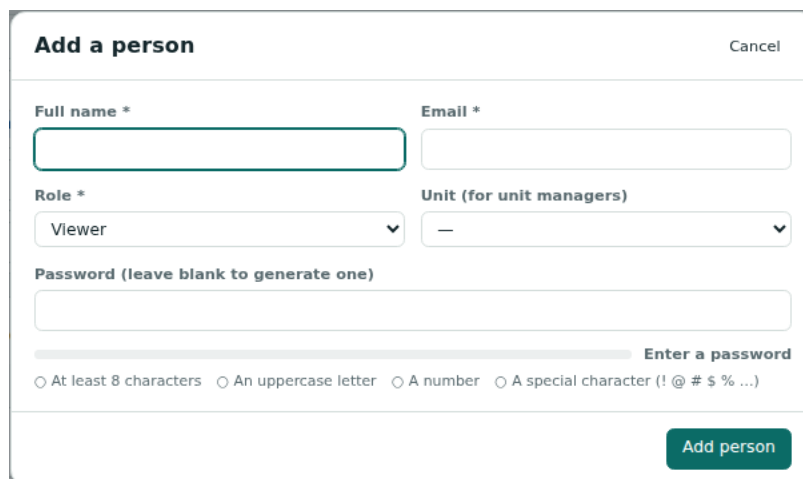
Admin → Users (strategy office, team edition) lists the people of the organization with their email, role and unit.



The screenshot shows the STRAP Users management interface. The sidebar on the left contains navigation links for Overview, Formulate, Track, and Control. The main content area displays a list of users for the organization 'Demo: XYZ Company'. The list includes columns for Name, Email, Role, Unit, and Status. Below the list, there is a section titled 'What each role can do' which details the permissions for different roles: Strategy office (admin), Unit manager, KPI / project owner, and Viewer.

Admin → Users

To add a person: click **+ Add person**.



The screenshot shows the 'Add a person' form. It includes fields for Full name, Email, Role, and Unit. There is also a Password field with a strength indicator and a 'Add person' button.

Add a person

Field	What to fill in
Full name *	The name colleagues know. It must be the same as the Owner name used on their items.
Email *	Their sign-in email.

Field	What to fill in
Role *	Strategy office, Unit manager, KPI / project owner or Viewer (Part 1.4).
Unit (for unit managers)	The unit they manage; their rights cover it and every unit under it. When there are no units yet, the list says to add them in Track → Cascading → + Add unit .
Password	Leave blank to let STRAP generate one. The temporary password is shown once : send it privately. At the first sign-in the person chooses their own password and security questions.

In the table you can change names, emails, roles and units directly, **Reset password**, **Disable** a person (they can no longer sign in and do not count towards the licence) or **Remove** them from the organization. The person who created the organization is always listed as its administrator.

The **platform administrator** (the first account of the installation) is protected: only the platform administrator can change, reset, disable or remove that account. Other administrators see its row as read-only.

STRAP LT: there is no Users page. Owners are names only; keep their emails and mobile numbers under **Follow-ups → Contacts**.

6.4 Units (the org chart)

Units are managed on **Track → Cascading** by the strategy office (Part 13.2).

Field	What to fill in
Unit name *	The department, branch or team.
Reports to	The unit above it, or <i>None (top level)</i> .
Manager	The person who manages it.

Units are used in every **Entity** field (STRAP, objectives, KPIs, projects), in the OKR **Level**, in the Users **Unit** column, in filters and in the Cascading scores.

Part 7 – Creating a STRAP

There are four ways to put a strategic plan into STRAP. Use whichever fits; you can mix them.

Way	Best when	Part
Build the STRAP (step by step)	You are designing a new plan from the start	7.2
Guided data entry	The plan already exists on paper and you type it in	7.3
Import from Excel (whole STRAP)	The plan exists in a workbook	7.4
Excel per page	A team fills one part (for example the external analysis or the KPIs)	7.5

7.1 The STRAP Hub

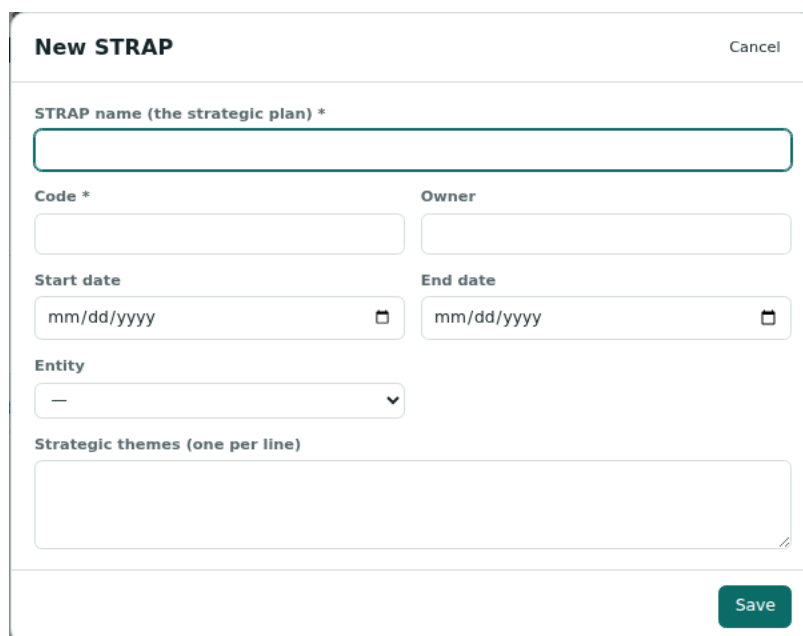
Overview → STRAP Hub lists every STRAP of the organization with its dates, owner, strategic and operational scores and formulation progress.

The STRAP Hub

Button	What it does
Click a row	Opens that STRAP: every other page now shows it.
+ New STRAP	Creates a STRAP and starts Build the STRAP at step 1.
Continue	Returns to the Build step where you stopped.
Import from Excel	Loads a STRAP from a workbook (Part 7.4).
Download template	The empty Excel template with an example row on each sheet.
Excel (on a row)	Exports that STRAP in the template layout.

Button	What it does
Edit	Changes its name, code, dates, owner, entity and themes.
Delete	Removes the STRAP with all its strategies, objectives, KPIs, OKRs, projects, issues and risks. Type the STRAP code to confirm. Export it first if you may need it; it can also be brought back from Change history (Part 19.2).

The **New STRAP** form:



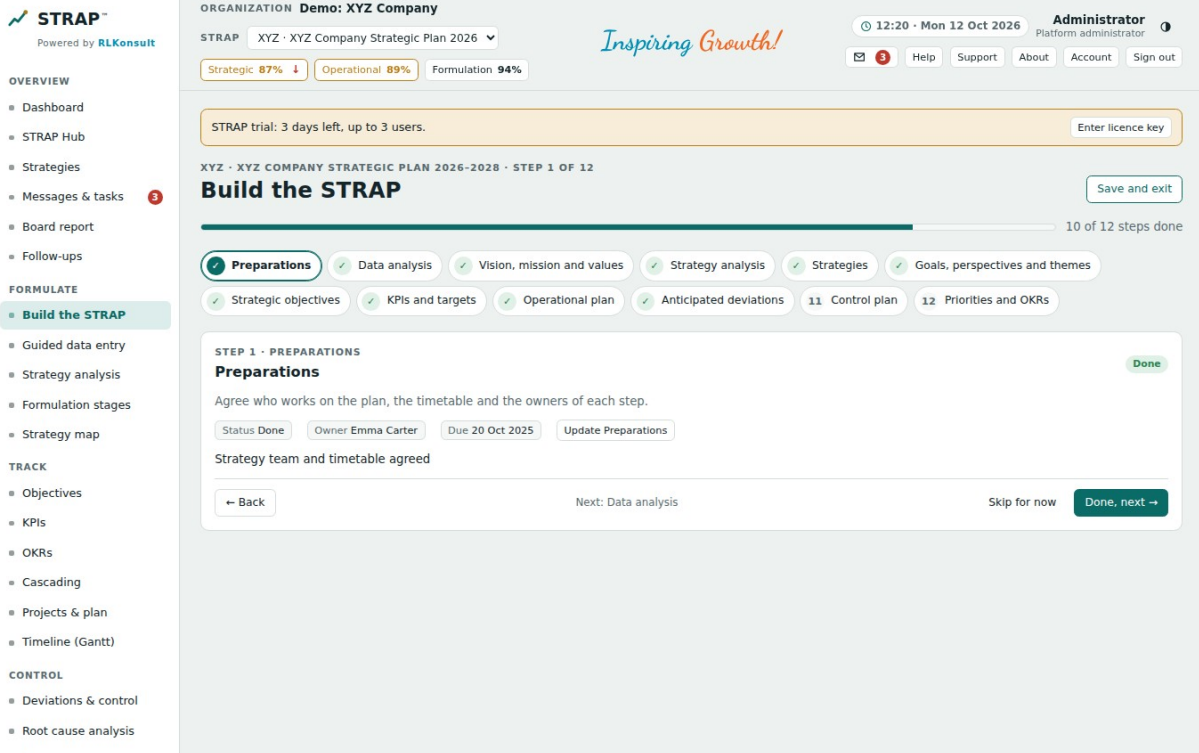
New STRAP

Field	What to fill in	Example
STRAP name *	The name of the strategic plan.	XYZ Company Strategic Plan 2026–2028
Code *	A short code used in front of objective codes.	XYZ
Owner	The person accountable for the plan.	Emma Carter
Start date / End date	The period the plan covers.	01/01/2026 – 31/12/2028
Entity	The unit the plan belongs to (usually the top unit).	Head office
Strategic themes	One per line. Objectives are grouped by theme on the strategy map.	Growth · Operational Excellence · People

7.2 Build the STRAP (step by step)

Formulate → Build the STRAP walks through the whole plan in twelve steps, in the order a strategy is normally designed:

Preparations → Data analysis → Vision, mission and values → Strategy analysis → Strategies → Goals, perspectives and themes → Strategic objectives (SMART) → KPIs and targets → Operational plan → Anticipated deviations → Control plan → Priorities and OKRs.



The screenshot displays the STRAP application interface for 'Demo: XYZ Company'. The top navigation bar includes the STRAP logo, 'Powered by RLKonsult', and a sidebar menu with sections: OVERVIEW (Dashboard, STRAP Hub, Strategies, Messages & tasks, Board report, Follow-ups), FORMULATE (Build the STRAP, Guided data entry, Strategy analysis, Formulation stages, Strategy map), TRACK (Objectives, KPIs, OKRs, Cascading, Projects & plan, Timeline (Gantt)), and CONTROL (Deviations & control, Root cause analysis). The main content area shows the 'Build the STRAP' process, which is 10 of 12 steps done. The current step is 'Preparations', which is marked as 'Done'. The next step is 'Data analysis'. The interface includes a progress bar, a 'Save and exit' button, and a 'Skip for now' button. The 'Preparations' step details include: 'Agree who works on the plan, the timetable and the owners of each step.', 'Status Done', 'Owner Emma Carter', 'Due 20 Oct 2025', and 'Update Preparations'. The 'Strategy team and timetable agreed' message is displayed. The 'Next: Data analysis' button is visible at the bottom right of the step details.

Build the STRAP

- Each step explains what to do, shows its status, owner and due date, and opens the screens you need (for example the objective form or the analysis).
- **Done, next →** marks the step Done in the formulation stages and moves on. **Skip for now** moves on without marking it. **← Back** returns.
- The bar at the top shows your progress (10 of 12 steps done); click any step to jump to it.
- **Save and exit** keeps your place: **STRAP Hub → Continue** brings you back.
- On the last step, **Finish** opens the dashboard, ready for tracking.

In the **Strategic objectives** step, **Make SMART with AI** drafts the SMART fields of each main objective.


STRAP
 Powered by **RLKonsult**

ORGANIZATION **Demo: XYZ Company**

STRAP
 XYZ · XYZ Company Strategic Plan 2026

Inspiring Growth!

12:20 · Mon 12 Oct 2026
 Administrator
Platform administrator
 Help Support About Account Sign out

Strategic **87%**
Operational **89%**
Formulation **94%**

STRAP trial: 3 days left, up to 3 users.
 Enter licence key

XYZ · XYZ COMPANY STRATEGIC PLAN 2026-2028 · STEP 7 OF 12

Build the STRAP

Save and exit

10 of 12 steps done

Preparations
 Data analysis
 Vision, mission and values
 Strategy analysis
 Strategies
 Goals, perspectives and themes

Strategic objectives
 KPIs and targets
 Operational plan
 Anticipated deviations
 Control plan
 Priorities and OKRs

STEP 7 · STRATEGIC PLANNING

Strategic objectives

Done

For each strategy, set its main objectives under the right perspective, then split them into sub-objectives with weights.

S1 SO
Market Development Strategy
 Use the exclusive brands to win customers in the new industrial zones
 2 objectives
 + Objective

S2 WO
Digital Channel Development Strategy
 Build an online ordering channel for smaller buyers
 1 objectives
 + Objective

S3 ST
Customer Retention (Key Account) Strategy
 Lock in key accounts with multi-year supply contracts
 1 objectives
 + Objective

S4 WT
Digital Transformation Strategy
 Replace the ERP before the new certification rules apply
 1 objectives
 + Objective

S5 WT
Cost Leadership in Fast Movers
 Buy the 200 fastest-moving items locally or in bulk to defend price against low-cost traders.
 1 objectives
 + Objective

+ Add main objective

CODE	OBJECTIVE	STRATEGY	SMART	PERSPECTIVE	THEME	OWNER	WEIGHT	
XYZ.1	Expand the local market	S1 SO	SMART	Financial	Growth	Kevin Foster	25	Edit + Sub-objective

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

The Strategic objectives step

7.3 Guided data entry

Formulate → **Guided data entry** types in a STRAP that already exists, in the same order as the Excel template:
STRAP → **Strategies** → **Units** → **Objectives** → **KPIs** → **Projects** → **Issues** → **Risks** → **SWOT** → **Gaps**.


STRAP™
 Powered by **RLKonsult**

Overview

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups

Formulate

- Build the STRAP
- Guided data entry**
- Strategy analysis
- Formulation stages
- Strategy map

Track

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

Control

- Deviations & control
- Root cause analysis

ORGANIZATION **Demo: XYZ Company**

STRAP XYZ · XYZ Company Strategic Plan 2026 ▾

Strategic **87%** ↓ Operational **89%** Formulation **94%**

STRAP trial: 3 days left, up to 3 users. Enter licence key

XYZ · STEP 1 OF 10

Guided data entry

Enter the strategy on screen, one step at a time, in the same order as the Excel template. Prefer Excel? [Download the template](#), fill it in and [upload it here](#). You can mix both: upload a file, then complete or correct it here.

2 STRAP
✓ Strategies 5
✓ Units 16
✓ Objectives 21
✓ KPIs 25
✓ Projects 20
✓ Issues 14
✓ Risks 11
✓ SWOT 10
✓ Gaps 4

STEP 1
STRAP

Name, code, dates, owner, themes, vision, mission and values of the strategic plan.

Name XYZ Company Strategic Plan 2026–2028
 Code XYZ
 Dates 01 Jan 2026 – 31 Dec 2028
 Owner Emma Carter
 Entity CEO Office

THEMES

Growth
 Operational Excellence
 Customer Intimacy
 People & Capability

VISION

To be the most trusted industrial and safety supply partner in the region.

MISSION

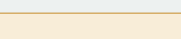
We keep industry running safely by delivering certified products, fast, with expert advice our customers can rely on.

VALUES

Safety first
 Integrity
 Customer focus
 Speed
 Accountability

Edit STRAP details
Edit vision, mission and values
+ Another STRAP

← Back
Next: Strategies
Next →



12:20 · Mon 12 Oct 2026

Administrator
Platform administrator

Help
 Support
 About
 Account
 Sign out

Guided data entry

- The step bar shows a tick on each step that has data; click any step to jump to it.
- Each step lists what is already entered, with **Add** and **Edit**.
- In the **KPIs** step, **Targets** opens the cycle table to type the target of each cycle.
- You can upload an Excel file first and then complete or correct it here.



Overview

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks
- Board report
- Follow-ups

Formulate

- Build the STRAP
- Guided data entry**
- Strategy analysis
- Formulation stages
- Strategy map

Track

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

Control

- Deviations & control
- Root cause analysis

ORGANIZATION Demo: XYZ Company

STRAP XYZ · XYZ Company Strategic Plan 2026

Strategic 87% Operational 89% Formulation 94%

Inspiring Growth!

12:20 · Mon 12 Oct 2026 Administrator Platform administrator

Help Support About Account Sign out

STRAP trial: 3 days left, up to 3 users. Enter licence key

XYZ · STEP 4 OF 10

Guided data entry

Enter the strategy on screen, one step at a time, in the same order as the Excel template. Prefer Excel? [Download the template](#), fill it in and [upload it here](#). You can mix both: upload a file, then complete or correct it here.

STRAP Strategies 5 Units 16 Objectives 21 KPIs 25 Projects 20 Issues 14 Risks 11 SWOT 10 Gaps 4

STEP 4 Objectives

Main objectives and their sub-objectives, by perspective and theme.

+ Add main objective

CODE	OBJECTIVE	STRATEGY	SMART	PERSPECTIVE	THEME	OWNER	WEIGHT		
XYZ.1	Expand the local market	S1 S0	SMART	Financial	Growth	Kevin Foster	25	Edit	+ Sub-objective
XYZ.1.1	Increase revenue of local sales			Financial	Growth	Henry Scott	60	Edit	
XYZ.1.2	Increase profit margin of local sales			Financial	Growth	Henry Scott	40	Edit	
XYZ.1.3	Generate demand in the industrial zones			Customer	Growth	Diana Hall	20	Edit	
XYZ.1.4	Grow online ordering by smaller buyers			Customer	Growth	Oliver Nash	15	Edit	
XYZ.1.5	Grow sales through channel partners			Financial	Growth	Sophie Ward	15	Edit	

Guided data entry: objectives



Overview

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks
- Board report
- Follow-ups

Formulate

- Build the STRAP
- Guided data entry**
- Strategy analysis
- Formulation stages
- Strategy map

Track

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

Control

- Deviations & control
- Root cause analysis

ORGANIZATION Demo: XYZ Company

STRAP XYZ · XYZ Company Strategic Plan 2026

Strategic 87% Operational 89% Formulation 94%

Inspiring Growth!

12:20 · Mon 12 Oct 2026 Administrator Platform administrator

Help Support About Account Sign out

STRAP trial: 3 days left, up to 3 users. Enter licence key

XYZ · STEP 5 OF 10

Guided data entry

Enter the strategy on screen, one step at a time, in the same order as the Excel template. Prefer Excel? [Download the template](#), fill it in and [upload it here](#). You can mix both: upload a file, then complete or correct it here.

STRAP Strategies 5 Units 16 Objectives 21 KPIs 25 Projects 20 Issues 14 Risks 11 SWOT 10 Gaps 4

STEP 5 KPIs

The measures for each objective, then the target for each cycle.

+ Add KPI

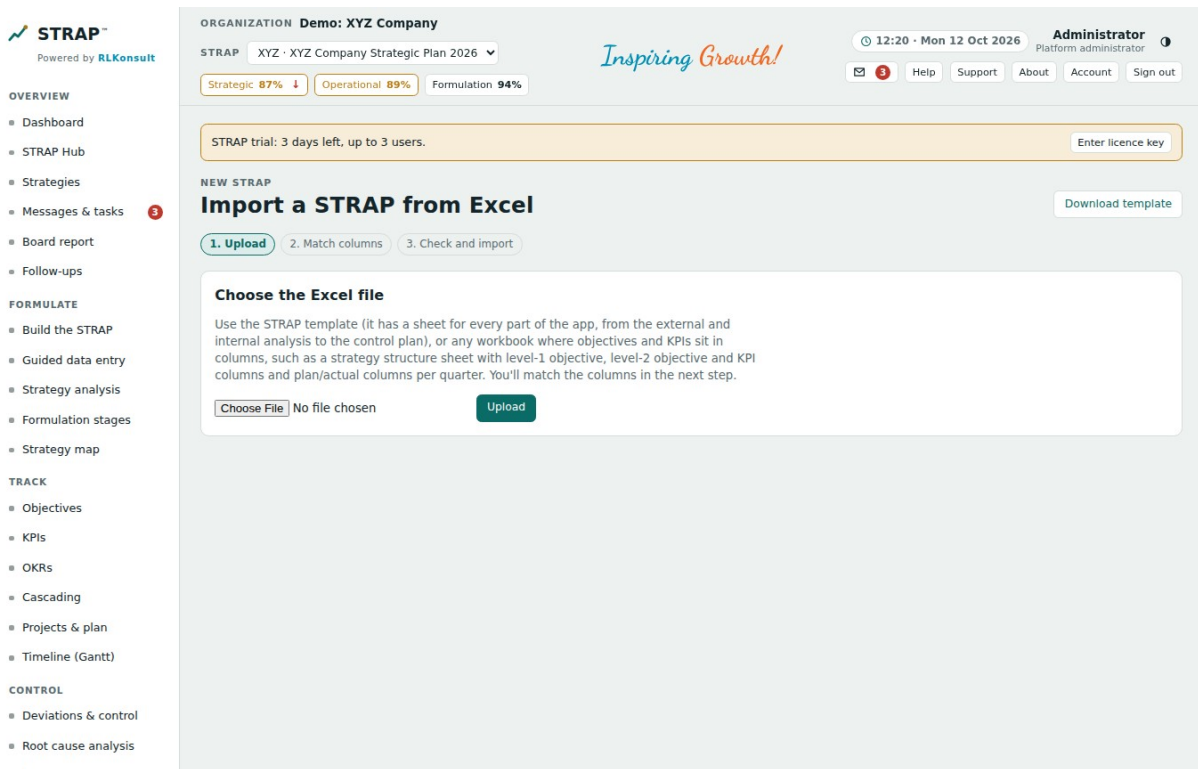
After adding a KPI, click **Targets** to enter the target (and later the actual) for each cycle.

CODE	KPI	OBJECTIVE	CYCLE	TARGETS SET	OWNER		
KPI.1.0.1	Share of wallet at the top 50 local accounts	XYZ.1	Quarterly	4 of 4 Complete	Kevin Foster	Targets	Edit
KPI.1.0.2	Marketing-qualified leads from the industrial zones	XYZ.1.3	Quarterly	4 of 4 Complete	Diana Hall	Targets	Edit
KPI.1.1.1	Local sales revenue (USD m)	XYZ.1.1	Quarterly	4 of 4 Complete	Henry Scott	Targets	Edit
KPI.1.1.2	Active local accounts	XYZ.1.1	Quarterly	4 of 4 Complete	Henry Scott	Targets	Edit
KPI.1.1.3	Accounts ordering online	XYZ.1.4	Quarterly	4 of 4 Complete	Oliver Nash	Targets	Edit
KPI.1.2.1	Local gross margin	XYZ.1.2	Quarterly	4 of 4 Complete	Henry Scott	Targets	Edit
KPI.1.5.1	Revenue through channel partners (USD k)	XYZ.1.5	Quarterly	4 of 4 Complete	Sophie Ward	Targets	Edit

Guided data entry: KPIs and targets

7.4 Import a whole STRAP from Excel

Admin → Import from Excel (strategy office).



Import from Excel

1. **Download template** gives the standard workbook. It has a sheet for everything in the app, each with an example row: STRAP, Strategies, Units, Objectives (with Strategy and SMART columns), KPIs, Projects (with budget and spent), Issues, Risks, SWOT, External analysis, Internal analysis, EFAS, IFAS, SFAS, TOWS, QSPM, SPACE, Gaps, Deviations, Control plan, OKRs and Key results.
2. Fill it in and upload it. STRAP recognises the template automatically.
3. Any other workbook where objectives and KPIs sit in columns also works: choose the sheet and the header row, then **Match columns** to tell STRAP which column is which, including the target and actual columns of each period.
4. **Preview import** shows what will be created, with warnings, before anything is saved. Then click **Import strategy**.

Every STRAP also exports to Excel in the template layout (**Export to Excel** on the dashboard, **Excel** in the Hub), so you can edit it in Excel and import it again. Appendix A lists the sheets and their columns.

7.5 Excel on each page

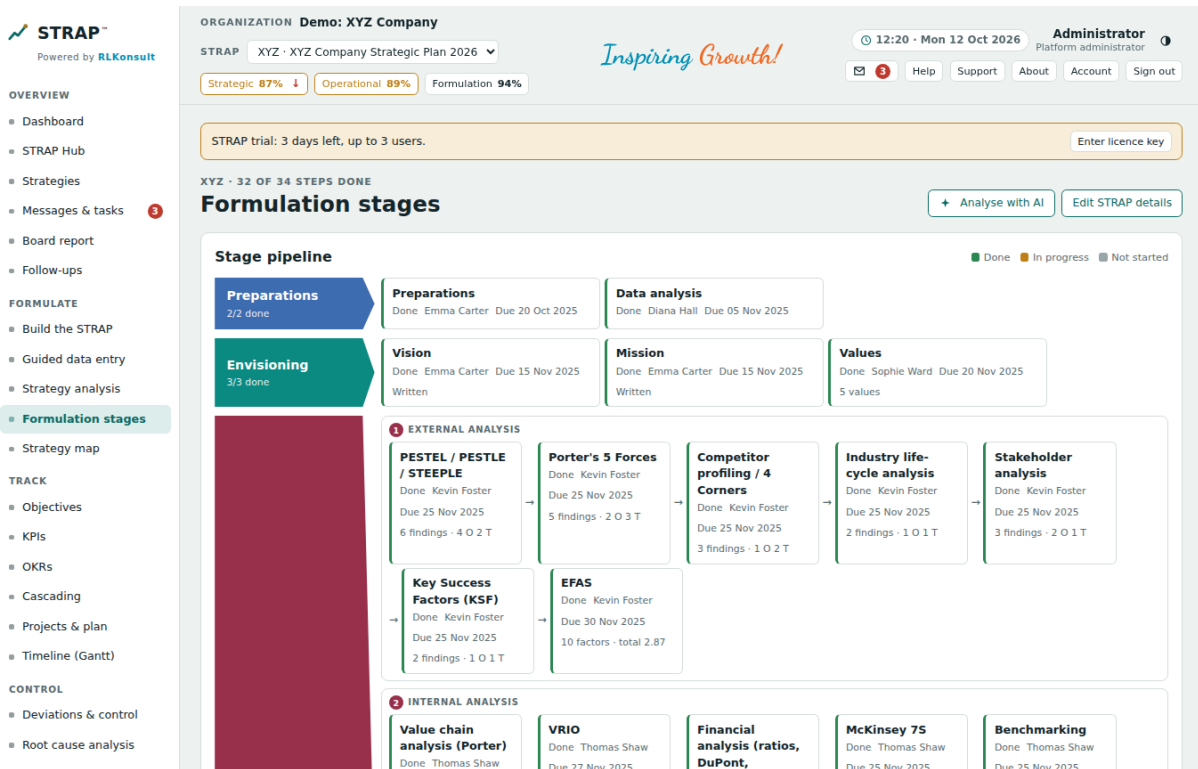
You do not have to fill everything at once. Most pages have **Template / Download / Upload** for their own part:

- **Template:** an empty sheet for this part, with an example row.
- **Download:** what is in STRAP now, in the same layout.
- **Upload:** reads the file, shows the rows first, then adds them. Rows are matched by code (or by text) and updated; new rows are added. Some uploads ask **Add** (keep what is there) or **Replace** (start over).

In the strategy analysis, each tool card has **Excel template** and **Upload Excel**, each step has **This step in Excel**, and the whole analysis can be filled in one workbook (**Whole analysis in Excel**).

Part 8 – Formulation stages, vision, mission and values

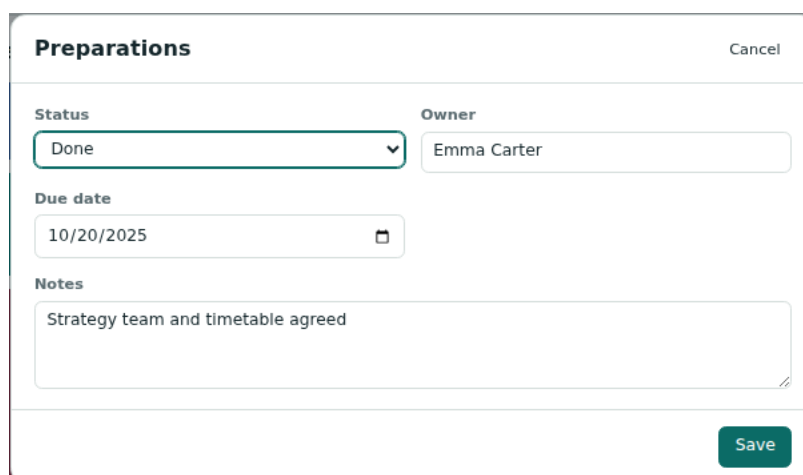
Formulate → **Formulation stages** tracks how far the strategy has been designed, in five stages: **Preparations**, **Envisioning**, **Analysis**, **Strategic planning** and **Execution**. The Analysis stage lists the analysis tools chosen in Strategy analysis, so the number of steps depends on your choices.



Formulation stages

8.1 Updating a step

Click a step to open it:



A formulation step

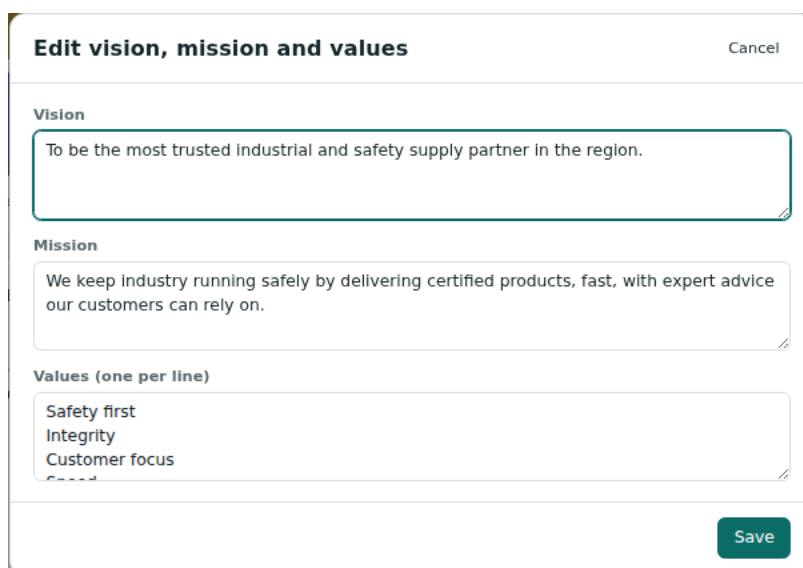
Field	What to fill in
Status	Not started, In progress or Done.

Field	What to fill in
Owner	The person responsible. Owners can update their own steps.
Due date	When it should be done. Steps due within 14 days appear in Follow-ups.
Notes	What was done, decisions, links to documents.

Under each step STRAP shows **evidence** counted from the data (for example *6 findings · 4 O 2 T, 10 factors · total 2.87 or 5 values*), so reviewers can see the work behind a “Done”. **Formulation progress** = the share of steps marked Done; it appears in the top bar, the Hub and the dashboard.

8.2 Vision, mission, values, themes

The same page holds the **vision, mission and values**, the **SWOT** (type in a box and press **Add**), the **gap analysis** and the **perspectives and themes**. **Edit STRAP details** changes the STRAP's name, dates and themes.



Vision, mission and values

Field	What to write	Example
Vision	Where the organization wants to be, in one or two sentences.	To be the region's most trusted supplier of industrial safety and supply solutions.
Mission	What it does, for whom and how.	We supply certified safety products and fast, reliable service to factories and contractors.
Values	One per line.	Integrity · Safety first · Customer focus · Teamwork · Continuous improvement

Part 9 – Strategy analysis, step by step

Formulate → Strategy analysis is the workbench where the strategy is worked out. It follows the classic sequence: study the **outside** world, study the **organization itself**, weigh the most important factors, build the **SWOT**, compare where you are with where you want to be (**gaps**), generate strategic options (**TOWS**), test them (**SPACE, IE, QSPM**) and turn the chosen ones into **Balanced Scorecard** objectives. Part 4.2 shows how each step feeds the next.

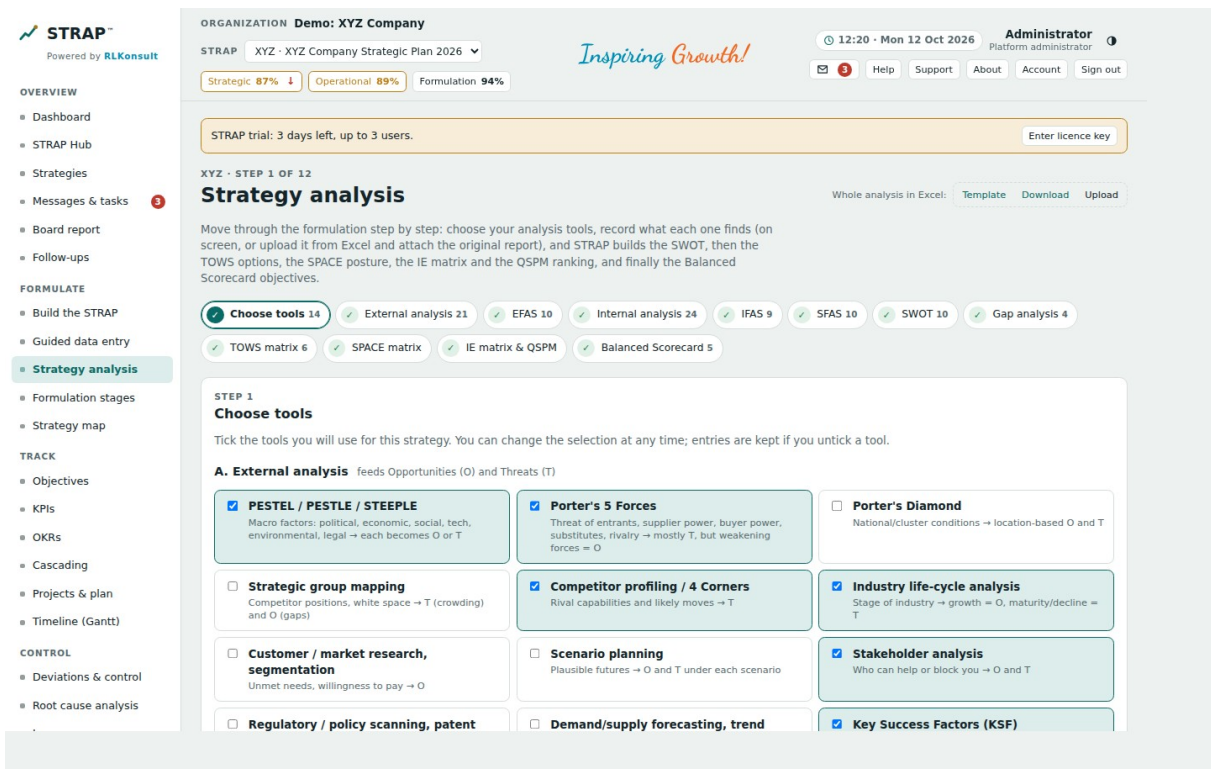
#	Step	Question it answers	Result
1	Choose tools	Which methods will we use?	The list of tools
2	External analysis	What is happening outside?	Opportunities (O) and threats (T)
3	EFAS	Which external factors matter most, and how well do we respond?	Weighted external score
4	Internal analysis	What are we good and weak at?	Strengths (S) and weaknesses (W)
5	IFAS	Which internal factors matter most, and how strong are we?	Weighted internal score
6	SFAS	Which 8–12 factors are truly strategic?	Strategic factors with time horizon
7	SWOT	Where do we stand?	The SWOT, built from the SFAS
8	Gap analysis (optional)	How far are we from where the vision needs us?	Gaps with target and closing action
9	TOWS	What could we do about it?	SO, ST, WO, WT strategic options
10	SPACE (optional)	Which posture fits us?	Aggressive, conservative, defensive or competitive
11	IE & QSPM (optional)	Grow, hold or harvest, and which option is most attractive?	IE cell and a ranking of the strategies
12	Balanced Scorecard (optional)	How do we measure the chosen strategies?	Strategic objectives in the four perspectives

The steps appear in a bar at the top; a tick and a number show which steps have content. Move with **Next →** and **← Back**, or click any step.

AI on every step. The external and internal analysis are your own input (on screen or from Excel). EFAS, IFAS, SFAS, SWOT, Gap analysis, TOWS, SPACE, QSPM and the Balanced Scorecard each have their own **AI** button and a **Clear** button, so you can let AI propose, start again, or work by hand. Each AI uses only the step before it. A greyed-out AI button tells you why it cannot run yet: the step before it is empty, or AI is not set up (Admin → AI settings). **Analyse with AI** (every step except Choose tools) reviews the analysis; ask follow-up questions under the review.

Who can edit: the strategy office, unit managers and the owners of formulation steps. Everyone else can read it.

9.1 Step 1 – Choose tools



Choose tools

Tick the tools you will use; a typical STRAP uses 2–4 external and 2–4 internal tools. You can change the selection at any time; unticking a tool hides it but keeps its entries.

- **A. External analysis** (opportunities and threats): PESTEL / PESTLE / STEEPLE, Porter's 5 Forces, Porter's Diamond, strategic group mapping, competitor profiling / 4 Corners, industry life-cycle, customer / market research, scenario planning, stakeholder analysis, regulatory / policy scanning, demand and trend analysis, Key Success Factors.
- **B. Internal analysis** (strengths and weaknesses): value chain (Porter), VRIO, core competence, resource audit, benchmarking, financial analysis (ratios, DuPont), capability / maturity models, McKinsey 7S, culture and change-readiness, portfolio review (BCG / GE-McKinsey), customer satisfaction / NPS and brand equity.
- **C. Synthesis:** EFAS · IFAS · SFAS and SWOT / TOWS are always included. Gap analysis, SPACE, IE & QSPM and the Balanced Scorecard can be ticked or unticked.

9.2 Step 2 – External analysis

Each chosen tool appears as a card. Each line on a card is one **finding**.

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups
- FORMULATE
- Build the STRAP
- Guided data entry
- Strategy analysis**
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

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Analyse with AI

Whole analysis in Excel: Template Download Upload

Move through the formulation step by step: choose your analysis tools, record what each one finds (on screen, or upload it from Excel and attach the original report), and STRAP builds the SWOT, then the TOWS options, the SPACE posture, the IE matrix and the QSPM ranking, and finally the Balanced Scorecard objectives.

Choose tools 14

External analysis 21

EFAS 10

Internal analysis 24

IFAS 9

SFAS 10

SWOT 10

Gap analysis 4

TOWS matrix 6

SPACE matrix

IE matrix & QSPM

Balanced Scorecard 5

STEP 2

External analysis

This step in Excel: Template Download Upload

External analysis

+ Add entry

Clear

Excel template

Upload Excel

Attach report

PESTEL / PESTLE / STEEPLE

Macro factors: political, economic, social, tech, environmental, legal → each becomes O or T

DIMENSION	FACTOR	EFFECT	IMPORTANCE	SWOT
Political	Free-zone Incentives in the new economic zone Customs and tax exemptions for 10 years	Opportunity	High	Yes
Economic	Currency devaluation raises import costs Import prices up about 30% in 12 months	Threat	High	Yes
Social	Growing safety awareness after new labour rules Workplace inspections doubled in 2026	Opportunity	Medium	Yes
Technological	Large buyers move purchasing to e-procurement platforms 3 of the top 10 customers buy only through portals	Opportunity	Medium	Yes
Environmental	Port operators require ESG-compliant suppliers Container fees increase for 2027	Opportunity	Medium	No

External analysis

Three ways to fill a card:

- + Add entry:** type the finding in a form (below).
- Excel template** → fill it in → **Upload Excel:** STRAP shows the rows it read; click **Add** (keep existing entries) or **Replace** (start over).
- Attach report:** store the original study (PDF, Word or PowerPoint, up to 15 MB) with the STRAP. It is listed under the card and included in backups.

Edit entry Cancel

Dimension

Political

Factor *

Free-zone Incentives in the new economic zone

Details / evidence

Customs and tax exemptions for 10 years

Effect (external: opportunity or threat)

Opportunity

Importance

High

☒ Feed into SWOT

Delete

Save

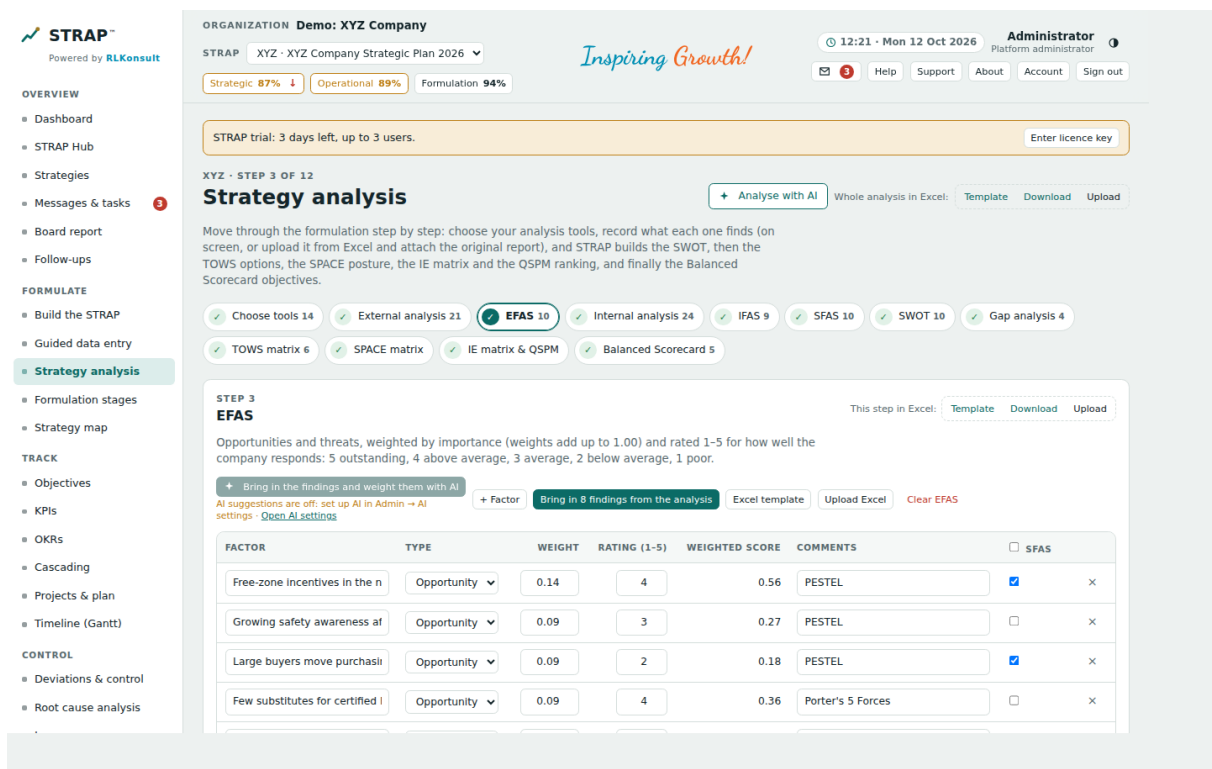
New entry

Field	What to fill in	Example (PESTEL)
Dimension	The part of the tool the finding belongs to. The list changes per tool; for PESTEL: Political, Economic, Social, Technological, Environmental, Legal.	Economic
Factor *	The finding itself, in one line.	Currency devaluation raises import costs
Details / evidence	Figures, sources and dates that support it.	Import costs +18% in 12 months
Effect	Opportunity or Threat (Strength or Weakness for internal tools). Some tools decide by themselves.	Threat
Importance	High, Medium or Low.	High
Feed into SWOT	Ticked = the finding is used in EFAS / IFAS. Untick findings you keep only as notes.	Ticked

Tools that decide the effect by themselves (you can always override it): **Porter's 5 Forces** (High or Medium intensity = Threat, Low = Opportunity), **industry life-cycle** (growth = Opportunity, maturity or decline = Threat), **VRIO** and **BCG / GE** (Part 9.4).

9.3 Step 3 - EFAS (External Factor Analysis Summary)

EFAS turns the external findings into a scored table.



The screenshot displays the STRAP platform interface during the 'Strategy analysis' step. The top navigation bar shows the organization 'Demo: XYZ Company' and the user 'Administrator'. The main content area is titled 'Strategy analysis' and includes a progress bar with various analysis tools. The 'EFAS' (External Factor Analysis Summary) table is shown, listing factors, their types, weights, ratings, and weighted scores. The table includes columns for 'FACTOR', 'TYPE', 'WEIGHT', 'RATING (1-5)', 'WEIGHTED SCORE', 'COMMENTS', and checkboxes for 'SFAS' and 'PESTEL'.

FACTOR	TYPE	WEIGHT	RATING (1-5)	WEIGHTED SCORE	COMMENTS	SFAS	PESTEL
Free-zone incentives in the n	Opportunity	0.14	4	0.56	PESTEL	☒	x
Growing safety awareness at	Opportunity	0.09	3	0.27	PESTEL	☐	x
Large buyers move purchasib	Opportunity	0.09	2	0.18	PESTEL	☒	x
Few substitutes for certified I	Opportunity	0.09	4	0.36	Porter's 5 Forces	☐	x

EFAS

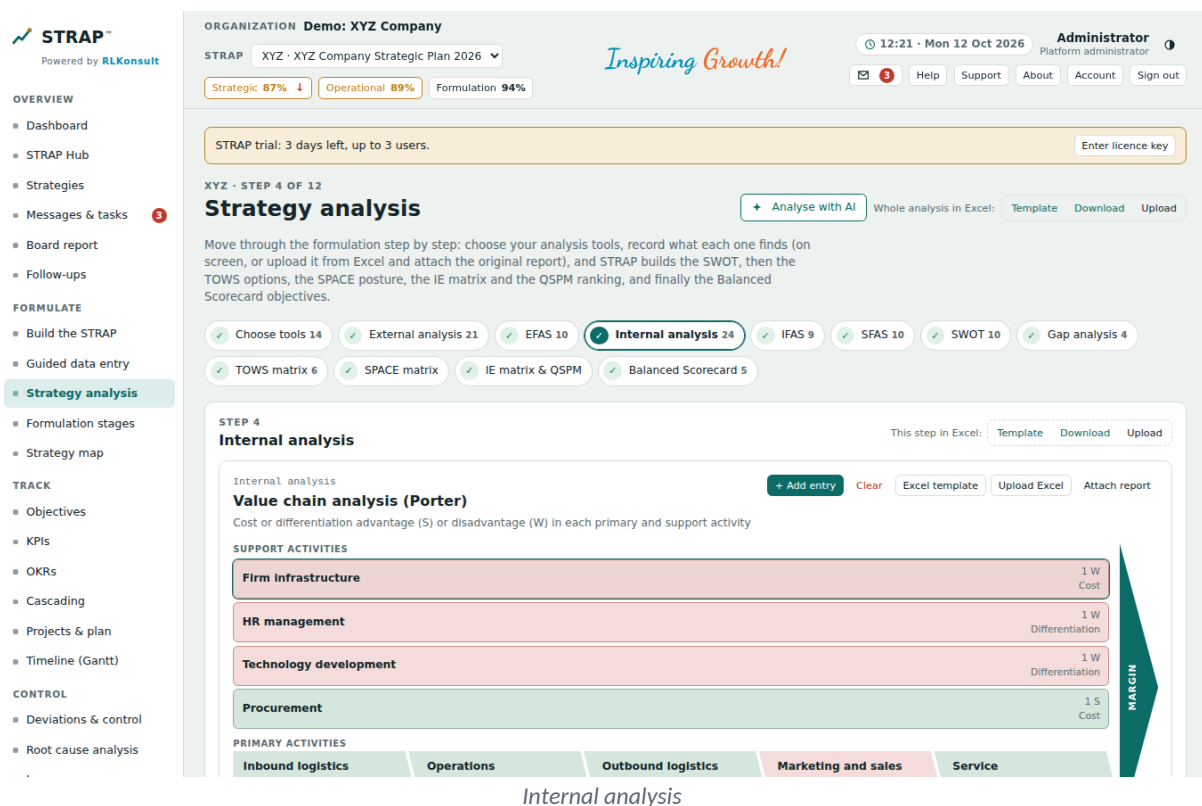
1. Click **Bring in findings**: every opportunity and threat from your tools is copied into the table. Or **Suggest weights and ratings with AI**, which brings them in and proposes the weights, ratings and reasons. You can also type factors or **Upload Excel**.
2. For each factor:

- **Weight:** how important it is for the industry, from 0.00 to 1.00. **All weights together add up to 1.00.**
 - **Rating (1-5):** how well the organization responds to it today: 5 outstanding, 4 above average, 3 average, 2 below average, 1 poor.
 - **Comments:** why you gave that rating.
3. STRAP calculates each **weighted score** (weight × rating) and the **Total**. A total of **3.0 is average**; above 3.0 means the organization responds well to its environment.
 4. Tick the **SFAS** box on the factors that are truly strategic (Step 6).

Clear empties the table if you want to start again.

9.4 Step 4 – Internal analysis

The same as Step 2, for the internal tools.



The screenshot displays the STRAP application interface for 'XYZ Company'. The main navigation sidebar on the left includes sections for Overview, Formulate, Track, and Control. The 'Formulate' section is active, showing 'Strategy analysis' as the current step. The main content area is titled 'Strategy analysis' and shows a progress bar with 'Internal analysis 24' selected. Below this, the 'Value chain analysis (Porter)' is displayed, showing a table of activities categorized into Support Activities and Primary Activities. The activities are color-coded (green for strengths, red for weaknesses, amber for mixed) and have a rating (e.g., 1 W, 1 S). A large green arrow on the right points upwards, labeled 'MARGIN'.

Value chain analysis shows Porter’s value chain: the four **support activities** (firm infrastructure, HR management, technology development, procurement), the five **primary activities** (inbound logistics, operations, outbound logistics, marketing and sales, service) and the **margin**. Each activity is coloured by its findings: green mostly strengths, red mostly weaknesses, amber mixed. **Click an activity** to add a finding for it; each finding has an **advantage type**: *Cost* or *Differentiation*.

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis**
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

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Analyse with AI

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Strategy analysis

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Choose tools 14

External analysis 21

EFAS 10

Internal analysis 24

IFAS 9

SFAS 10

SWOT 10

Gap analysis 4

TOWS matrix 6

SPACE matrix

IE matrix & QSPM

Balanced Scorecard 5

STEP 4

Internal analysis

This step in Excel: Template Download Upload

Internal analysis

+ Add entry

Clear

Excel template

Upload Excel

Attach report

Value chain analysis (Porter)

Cost or differentiation advantage (S) or disadvantage (W) in each primary and support activity

SUPPORT ACTIVITIES

Firm Infrastructure 1 W Cost

HR management 1 W Differentiation

Technology development 1 W Differentiation

Procurement 1 S Cost

PRIMARY ACTIVITIES

Inbound logistics 1 S Cost

Operations 1 S Cost

Outbound logistics 1 S Differentiation

Marketing and sales 1 W Differentiation

Service 1 S Differentiation

MARGIN

Value chain analysis

VRIO asks of each resource: is it **V**aluable, **R**are, costly to **I**mitate, and is the organization **O**rganized to use it? STRAP shows the result (sustained advantage, temporary advantage, parity, disadvantage) and sets the effect: not valuable = Weakness; valuable and rare = Strength.

Portfolio review (BCG / GE): stars, cash cows and *invest / grow* units are Strengths; dogs and *harvest / divest* units are Weaknesses.

9.5 Step 5 - IFAS (Internal Factor Analysis Summary)

Exactly like EFAS, for strengths and weaknesses. **Rating** here means how strong the organization is on the factor: 5 an outstanding strength, 3 average, 1 a major weakness. Total 3.0 = average.



OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

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- Deviations & control
- Root cause analysis

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Choose tools 14

External analysis 21

EFAS 10

Internal analysis 24

IFAS 9

SFAS 10

SWOT 10

Gap analysis 4

TOWS matrix 6

SPACE matrix

IE matrix & QSPM

Balanced Scorecard 5

STEP 5

IFAS

This step in Excel: Template Download Upload

Strengths and weaknesses, weighted by importance (weights add up to 1.00) and rated 1-5: 5 outstanding strength, 4 above average, 3 average, 2 below average, 1 poor (a major weakness).

Bring in the findings and weight them with AI

Factor

Bring in 8 findings from the analysis

Excel template

Upload Excel

Clear IFAS

FACTOR	TYPE	WEIGHT	RATING (1-5)	WEIGHTED SCORE	COMMENTS	SFAS
Exclusive distribution of 6 cer	Strength	0.23	5	1.15	VRIO	☒
Experienced technical sales t	Strength	0.18	5	0.90	VRIO	☒
Own fleet delivers to the port	Strength	0.09	4	0.36	Value chain	☐
Direct Import contracts with i	Strength	0.09	4	0.36	Value chain	☐

IFAS

9.6 Step 6 – SFAS (Strategic Factor Analysis Summary)

The SFAS keeps only the factors that will shape the strategy, usually 8 to 12.



OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

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Account

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Strategy analysis

Analyse with AI

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Choose tools 14

External analysis 21

EFAS 10

Internal analysis 24

IFAS 9

SFAS 10

SWOT 10

Gap analysis 4

TOWS matrix 6

SPACE matrix

IE matrix & QSPM

Balanced Scorecard 5

STEP 6

SFAS

This step in Excel: Template Download Upload

The strategic factors chosen from EFAS and IFAS (usually 8 to 12). Re-weight them (weights add up to 1.00), rate them 1-5 and give each a duration: S = short term (under 1 year), I = intermediate (1-3 years), L = long term (over 3 years). The SWOT is formulated from these factors.

Choose the strategic factors

19 factors in EFAS and IFAS - 10 chosen (usually 8 to 12). Tick a factor to take it into the SFAS.

Choose and weight with AI

Clear SFAS

Select all 19 factors

Strength 5

Weakness 4

Opportunity 5

Threat 5

☒ Exclusive distribution of 6 certified PPE brands - IFAS w 0.23 - r 5

☒ Legacy ERP and manual reporting - IFAS w 0.14 - r 2

☒ Free-zone incentives in the new economic zone - EFAS w 0.14 - r 4

☒ Currency devaluation raises import costs - EFAS w 0.18 - r 2

☒ Experienced technical sales team - IFAS w 0.18 - r 5

☒ No online ordering channel for smaller buyers - IFAS w 0.09 - r 2

☐ Growing safety awareness after new labour rules - EFAS w 0.09 - r 3

☒ Stricter PPE certification rules from 2027 - EFAS w 0.14 - r 3

☐ Own fleet delivers to the ports - IFAS w 0.09 - r 2

☐ No structured sales training programme - IFAS w 0.09 - r 2

☒ Large buyers move purchasing to e-procurement platforms - EFAS w 0.09 - r 2

☐ Grey imports undercut prices - EFAS w 0.09 - r 2

SFAS

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www.linkedin.com/company/rlkonsult

info@RLKonsult.com
 Designed and developed by Dr. Walid Nagy

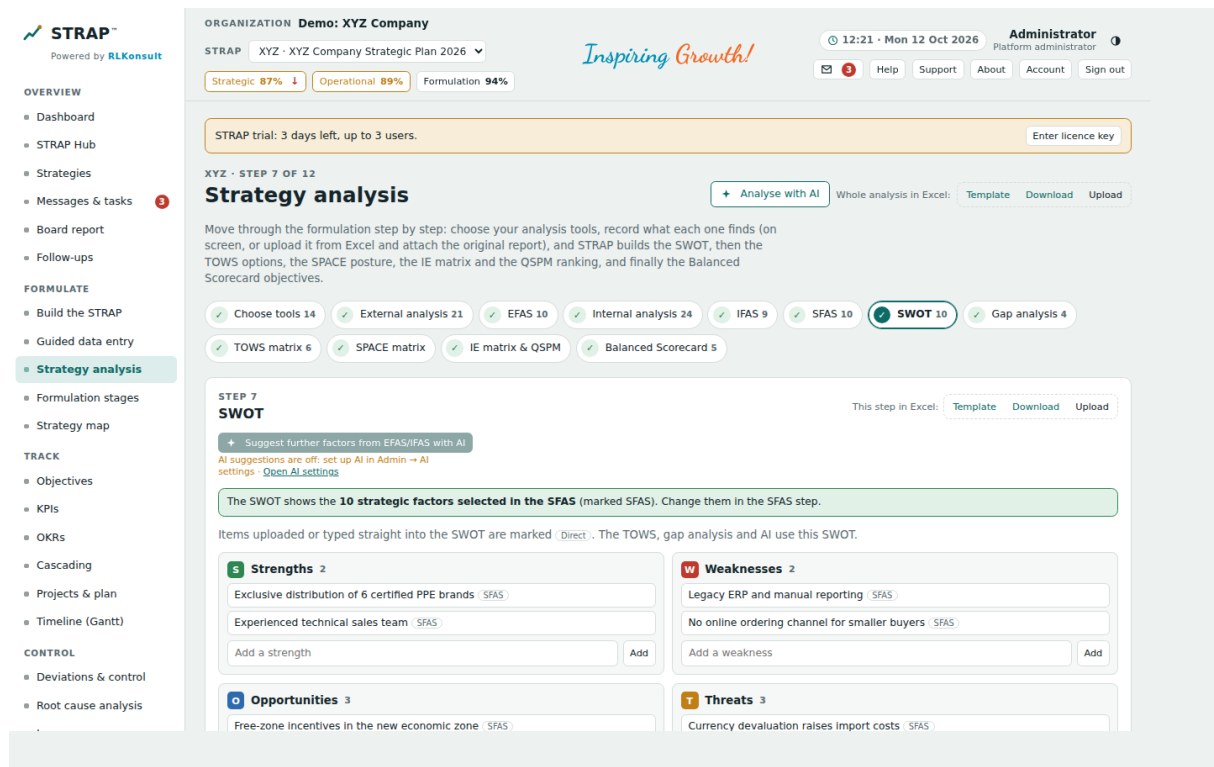
Page 58 of 124
 Version 1.12.24

1. All EFAS and IFAS factors are listed by S, W, O and T. Tick the strategic ones, or **Choose and weight with AI**.
2. Give each a new **weight** (all SFAS weights together = 1.00) and a **rating (1-5)**.
3. Choose its **duration**: **S** short term (under 1 year), **I** intermediate (1-3 years), **L** long term (over 3 years).
4. Add a comment if useful.

Clear SFAS starts again. The SFAS can also be uploaded from Excel.

9.7 Step 7 – SWOT

The SWOT is **built for you from the SFAS factors**: strengths and weaknesses from the IFAS, opportunities and threats from the EFAS.



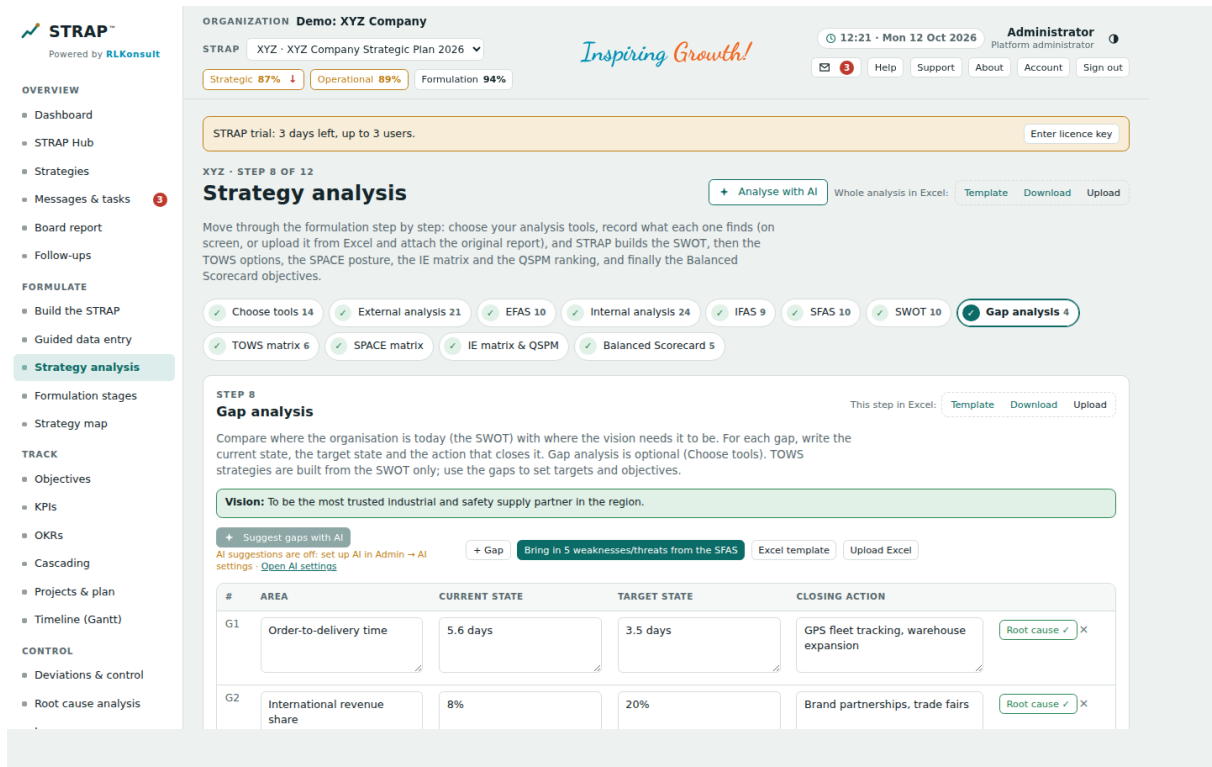
SWOT

- To change a factor, go back to the SFAS.
- You can also type items directly under each quadrant, or upload a SWOT (**This step in Excel → Upload**); those items are marked **Direct**.
- If the SFAS is empty, the SWOT is empty (unless it has Direct items).
- The **SWOT AI** only proposes further EFAS / IFAS factors for the SFAS.

The TOWS, the gap analysis, the QSPM and the AI all build on this SWOT. When the SWOT becomes empty, the TOWS options and their QSPM scores are cleared.

9.8 Step 8 – Gap analysis (optional)

The gap analysis compares **where the organization is today** with **where the vision needs it to be**, and records how each gap will be closed. The vision is shown at the top as a reminder.



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Strategy analysis

Move through the formulation step by step: choose your analysis tools, record what each one finds (on screen, or upload it from Excel and attach the original report), and STRAP builds the SWOT, then the TOWS options, the SPACE posture, the IE matrix and the QSPM ranking, and finally the Balanced Scorecard objectives.

Choose tools 14 External analysis 21 EFAS 10 Internal analysis 24 IFAS 9 SFAS 10 SWOT 10 Gap analysis 4

TOWS matrix 6 SPACE matrix IE matrix & QSPM Balanced Scorecard 5

STEP 8

Gap analysis

Compare where the organisation is today (the SWOT) with where the vision needs it to be. For each gap, write the current state, the target state and the action that closes it. Gap analysis is optional (Choose tools). TOWS strategies are built from the SWOT only; use the gaps to set targets and objectives.

Vision: To be the most trusted industrial and safety supply partner in the region.

+ Suggest gaps with AI

AI suggestions are off; set up AI in Admin → AI settings - Open AI settings

+ Gap Bring in 5 weaknesses/threats from the SFAS Excel template Upload Excel

#	AREA	CURRENT STATE	TARGET STATE	CLOSING ACTION
G1	Order-to-delivery time	5.6 days	3.5 days	GPS fleet tracking, warehouse expansion Root cause ✓ X
G2	International revenue share	8%	20%	Brand partnerships, trade fairs Root cause ✓ X

Gap analysis

1. **Bring in** adds the SWOT weaknesses and threats with their current state filled in. Or **+ Gap**, the AI button, or **Excel template / Upload Excel**.
2. For each gap, type in the table:

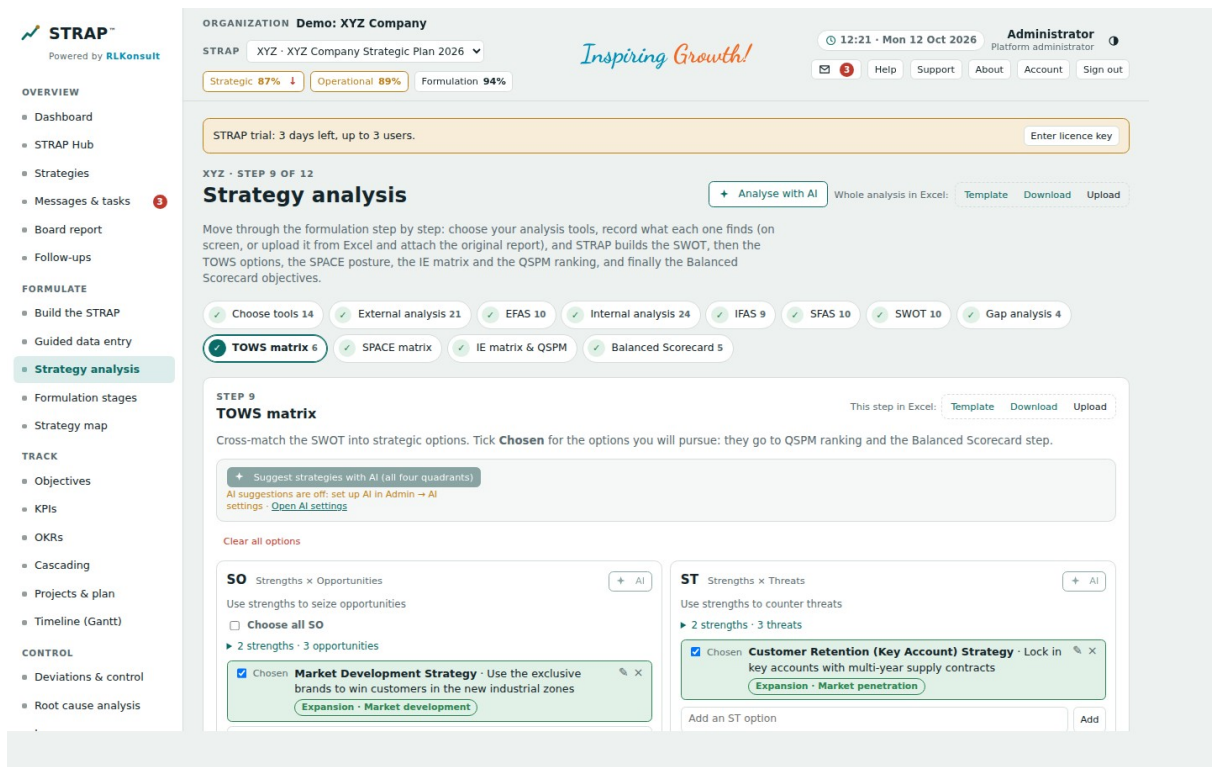
Column	What to write	Example
Area	What the gap is about.	Order-to-delivery time
Current state	Where you are now, with a number if possible.	5.6 days
Target state	Where the vision needs you to be, by when.	3.5 days by end of 2027
Closing action	What will close the gap.	GPS fleet tracking and a second warehouse

Gaps are numbered G1, G2... They do not feed the TOWS. **Analyse root cause** is available on a gap.

9.9 Step 9 – TOWS (strategic options)

TOWS (Weihrich) crosses the four parts of the SWOT to produce **strategic options**. It is built **only** from the SWOT factors (with their weights, ratings and durations, plus the Direct items); gaps, SPACE, vision and mission are not used.

Quadrant	Combines	Idea
SO	Strengths × Opportunities	Use strengths to seize opportunities
ST	Strengths × Threats	Use strengths to counter threats
WO	Weaknesses × Opportunities	Overcome weaknesses by using opportunities
WT	Weaknesses × Threats	Minimise weaknesses and avoid threats



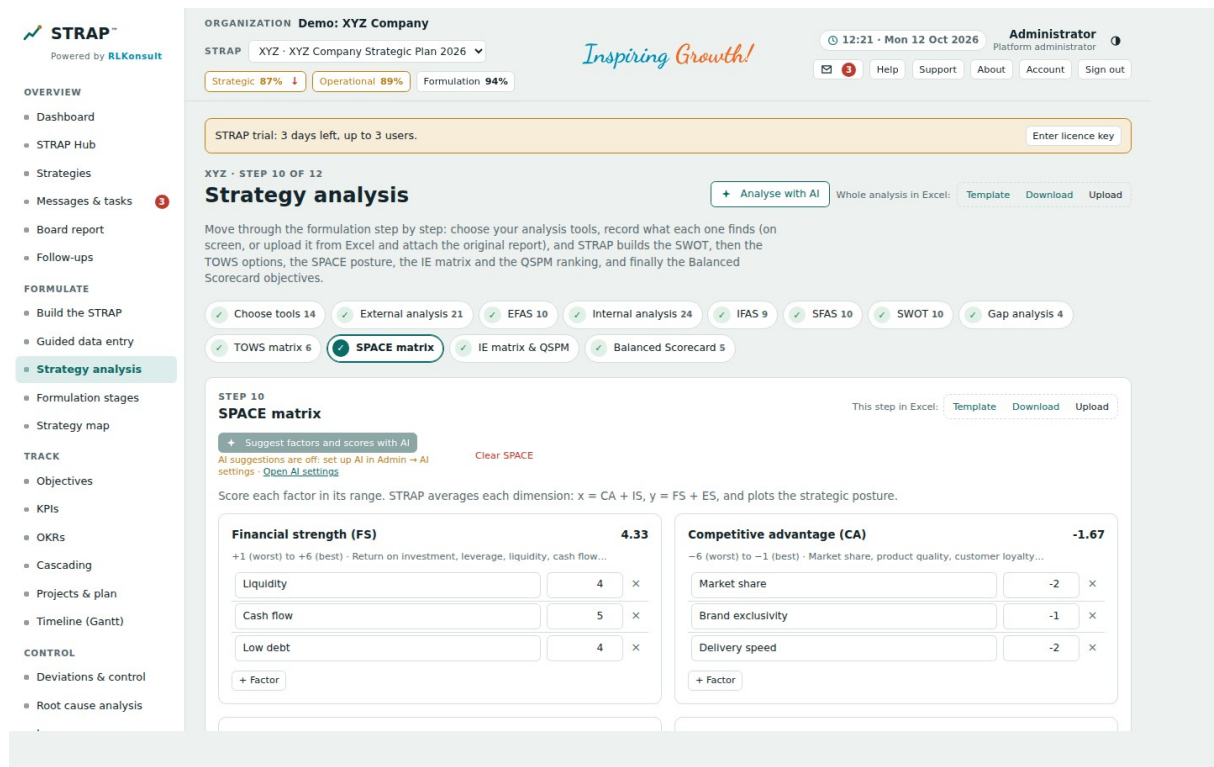
TOWS

1. Type an option under a quadrant, starting with a verb, and cite the SWOT factors it uses, for example *Use the exclusive brands to win customers in the new industrial zones [S2 + O1]*. An option without cited factors is not accepted from the AI.
2. Or click **Suggest strategies with AI** (all four quadrants) or the **AI** button of one quadrant.
3. Give each option a **strategy name** (Market Development Strategy, Differentiation Strategy...) and a **grand strategy · strategy type** with , or **Name and classify the strategies with AI** (Part 10.2).
4. Tick **Chosen** on the options the organization will pursue (usually 3 to 6). Chosen options become **strategies** (Part 10) and go to the QSPM and the Balanced Scorecard.

If an AI answer cannot be read, STRAP asks once more and then shows the first lines it received.

9.10 Step 10 – SPACE matrix (optional)

SPACE (Strategic Position and Action Evaluation) gives the overall posture.



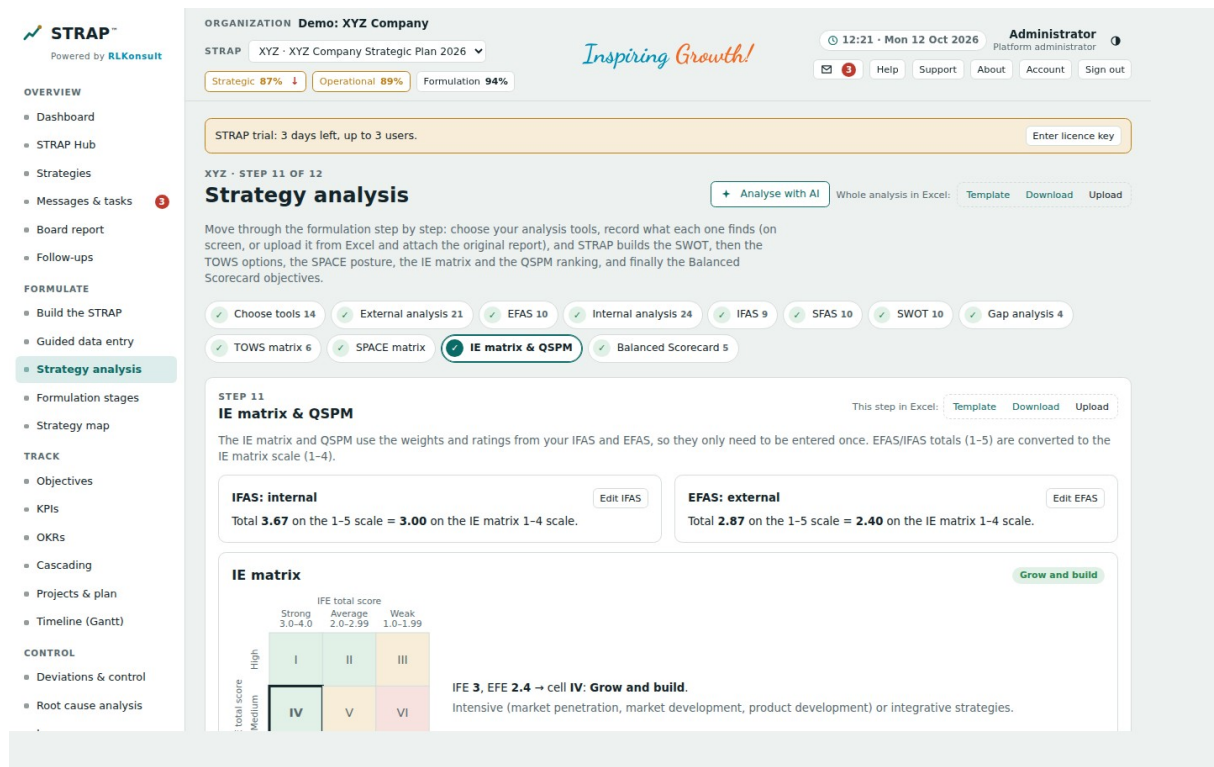
SPACE matrix

Box	Range	Example factors
Financial strength (FS)	+1 (worst) to +6 (best)	Liquidity, cash flow, return on investment
Competitive advantage (CA)	-6 (worst) to -1 (best)	Market share, product quality, customer loyalty
Environmental stability (ES)	-6 (worst) to -1 (best)	Currency volatility, demand variability, inflation
Industry strength (IS)	+1 (worst) to +6 (best)	Growth potential, profit potential

STRAP averages each box, plots $x = CA + IS$ and $y = FS + ES$, and names the posture: **Aggressive**, **Conservative**, **Defensive** or **Competitive**. The AI scores the boxes from the IFAS (FS, CA) and EFAS (ES, IS) factors. The posture is used for the **fit check** of each strategy (Part 10.2).

9.11 Step 11 – IE matrix & QSPM (optional)

The **IE (Internal-External) matrix** uses the IFAS and EFAS totals (converted from the 1–5 scale to the matrix’s 1–4 scale), places the organization in one of nine cells and gives the advice: **Grow and build**, **Hold and maintain** or **Harvest or divest**.



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XYZ - STEP 11 OF 12 **Strategy analysis** [+ Analyse with AI](#) Whole analysis in Excel: [Template](#) [Download](#) [Upload](#)

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Choose tools 14 External analysis 21 EFAS 10 Internal analysis 24 IFAS 9 SFAS 10 SWOT 10 Gap analysis 4

TOWS matrix 6 SPACE matrix **IE matrix & QSPM** Balanced Scorecard 5

STEP 11 **IE matrix & QSPM** This step in Excel: [Template](#) [Download](#) [Upload](#)

The IE matrix and QSPM use the weights and ratings from your IFAS and EFAS, so they only need to be entered once. EFAS/IFAS totals (1-5) are converted to the IE matrix scale (1-4).

IFAS: internal Total **3.67** on the 1-5 scale = **3.00** on the IE matrix 1-4 scale. [Edit IFAS](#)

EFAS: external Total **2.87** on the 1-5 scale = **2.40** on the IE matrix 1-4 scale. [Edit EFAS](#)

IE matrix [Grow and build](#)

		IFE total score		
		Strong 3.0-4.0	Average 2.0-2.99	Weak 1.0-1.99
Total score	High	I	II	III
	Medium	IV	V	VI

IFE 3, EFE 2.4 → cell IV: **Grow and build**.
Intensive (market penetration, market development, product development) or integrative strategies.

IE matrix and QSPM

The **QSPM (Quantitative Strategic Planning Matrix)** ranks the strategies. The key factors run down the side (the SFAS factors, weights adding up to 1.00; the QSPM stays empty until the SFAS is filled) and the strategies across the top. For each strategy give **A**, the attractiveness from **1** (not attractive) to **5** (highly attractive). **TA** = weight × A; the totals rank the strategies, highest in green, lowest in red. Untick **Show all TOWS strategies** to see only the chosen ones. **Score with AI** fills the scores for you to check; **Clear scores** removes them.

9.12 Step 12 – Balanced Scorecard

The last step turns each **chosen** strategy into a **strategic objective**.



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Strategy analysis

+ Analyse with AI Whole analysis in Excel: [Template](#) [Download](#) [Upload](#)

Move through the formulation step by step: choose your analysis tools, record what each one finds (on screen, or upload it from Excel and attach the original report), and STRAP builds the SWOT, then the TOWS options, the SPACE posture, the IE matrix and the QSPM ranking, and finally the Balanced Scorecard objectives.

Choose tools 14 External analysis 21 EFAS 10 Internal analysis 24 IFAS 9 SFAS 10 SWOT 10 Gap analysis 4

TOWS matrix 6 SPACE matrix IE matrix & QSPM **Balanced Scorecard 5**

STEP 12

Balanced Scorecard

+ Suggest SMART objectives with AI

AI suggestions are off, set up AI in Admin → AI settings [Open AI settings](#)

Turn each chosen strategy into a strategic objective under the right perspective. The objective opens pre-filled; add KPIs to it afterwards on the Objectives or KPIs page.

RANK	STRATEGY	OBJECTIVES CREATED
1	so Use the exclusive brands to win customers in the new industrial zones	XYZ_1 Financial XYZ_2 Financial + Objective
2	wo Build an online ordering channel for smaller buyers	XYZ_3 Internal Processes + Objective
3	st Lock in key accounts with multi-year supply contracts	XYZ_4 Customer + Objective
4	wt Replace the ERP before the new certification rules apply	XYZ_5 Learning & Growth + Objective

[Open the strategy map](#) [Open objectives](#)

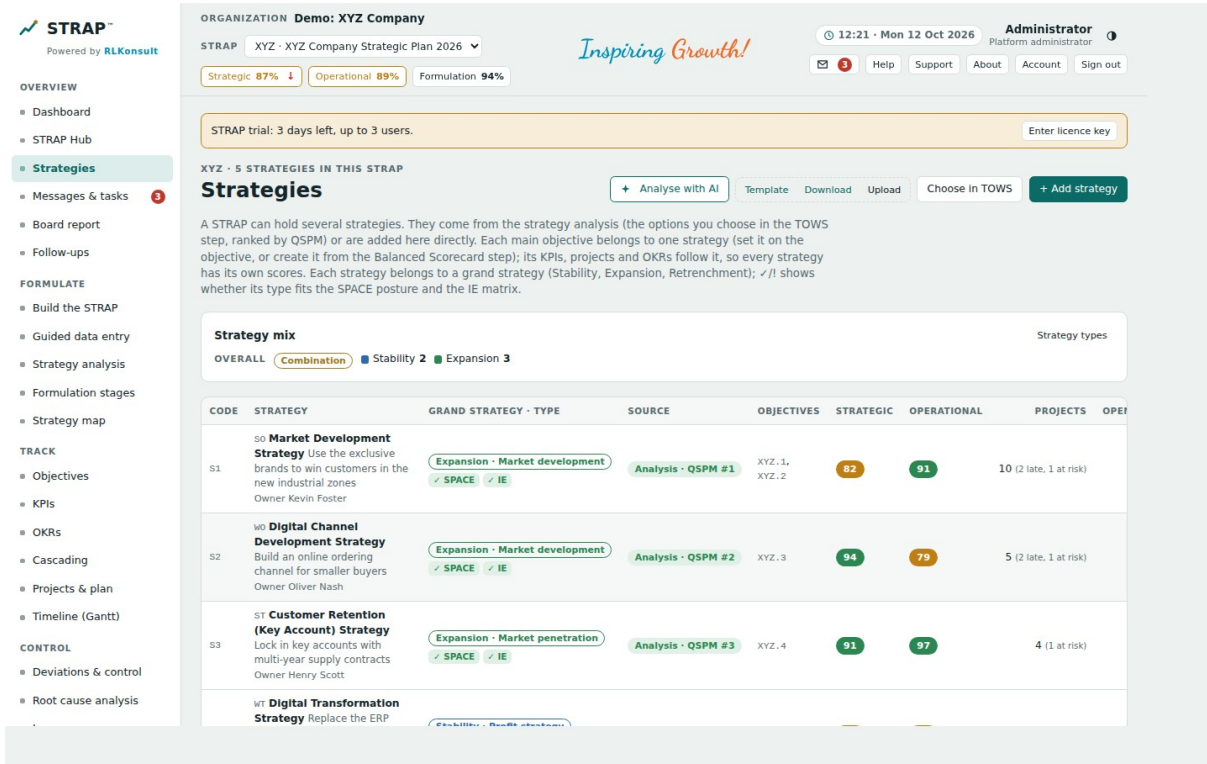
Balanced Scorecard step

- Next to each chosen strategy, click **+ Objective**. The objective form opens with the name, a suggested code, the strategy and the perspective filled in. Or let the AI propose objectives from the chosen strategies and the SFAS.
- Check the perspective, theme, owner and weight, and **Save** (Part 11.3).
- Add KPIs to the new objectives (Part 12).

Part 10 – Strategies and strategy types

10.1 The Strategies page

Overview → Strategies lists the strategies of the open STRAP.



The screenshot shows the STRAP interface for 'XYZ Company'. The left sidebar contains a navigation menu with sections: OVERVIEW (Dashboard, STRAP Hub, Strategies, Messages & tasks), FORMULATE (Build the STRAP, Guided data entry, Strategy analysis, Formulation stages, Strategy map), TRACK (Objectives, KPIs, OKRs, Cascading, Projects & plan, Timeline (Gantt)), and CONTROL (Deviations & control, Root cause analysis). The main content area is titled 'Strategies' and shows a list of 5 strategies. The 'Strategy mix' section indicates an overall 'Combination' of Stability (2) and Expansion (3). The table below lists the strategies with their codes, descriptions, grand strategy types, sources, objectives, and scores.

CODE	STRATEGY	GRAND STRATEGY - TYPE	SOURCE	OBJECTIVES	STRATEGIC	OPERATIONAL	PROJECTS	OPEN
S1	Market Development Strategy Use the exclusive brands to win customers in the new industrial zones Owner Kevin Foster	Expansion - Market development ✓ SPACE ✓ IE	Analysis - QSPM #1	XYZ.1, XYZ.2	82	91	10 (2 late, 1 at risk)	
S2	Digital Channel Development Strategy Build an online ordering channel for smaller buyers Owner Oliver Nash	Expansion - Market development ✓ SPACE ✓ IE	Analysis - QSPM #2	XYZ.3	94	79	5 (2 late, 1 at risk)	
S3	Customer Retention (Key Account) Strategy Lock in key accounts with multi-year supply contracts Owner Henry Scott	Expansion - Market penetration ✓ SPACE ✓ IE	Analysis - QSPM #3	XYZ.4	91	97	4 (1 at risk)	
	Digital Transformation Strategy Replace the ERP							

Strategies

- **From the analysis:** the TOWS options ticked **Chosen**, in QSPM order (S1, S2...) when the QSPM is used.
- **Added:** strategies decided outside the analysis. Click **Add strategy**.
- Each strategy shows its source, grand strategy and type, the **fit check**, its objectives, strategic and operational score, projects (late and at risk) and open issues and risks. Click a strategy to see its objectives.
- The **strategy mix** shows the grand strategies used; a STRAP whose strategies come from more than one grand strategy is shown as **Combination**.
- **Template / Download / Upload** fill or update the strategies from Excel.

Edit a strategy (analysis strategies too):

Edit strategy
Cancel

Strategy name (pick one or type your own) *

Market Development Strategy

Grand strategy › strategy type

Expansion › Concentration › Market development

Strategy (what it does) *

Use the exclusive brands to win customers in the new industrial zones

Type

SO · strengths to seize opportunities

Owner

Kevin Foster

Notes

Main growth strategy: Industrial zones first, then key-account expansion. Reviewed every quarter in the strategy review.

Delete Save

Edit strategy

Field	What to fill in	Example
Strategy name *	Pick from the list (Market Penetration, Market Development, Product Development, Diversification, Differentiation, STP, Branding, Demand Generation, Reform...) or type your own.	Market Development Strategy
Grand strategy › strategy type	The family and exact type (Part 10.2).	Expansion › Concentration › Market development
Strategy (what it does) *	One sentence: what the strategy does.	Use the exclusive brands to win customers in the new industrial zones
Type	The TOWS quadrant: SO, ST, WO or WT.	SO · strengths to seize opportunities
Owner	Who is accountable.	Kevin Foster
Notes	Anything useful.	Reviewed every quarter in the strategy review

Each **main objective** belongs to one strategy (its **Strategy** field). Sub-objectives, KPIs, projects and OKRs follow their objectives, so the strategy's score comes from them.

10.2 Grand strategies and strategy types

Grand strategy	Types
Stability: keep the business and improve how it runs	No-change; Profit (protect profit in a difficult period); Pause / proceed with caution
Expansion › Concentration: grow in the industry you know	Market penetration (more of the current products in the current markets); Market development (current products in new markets, regions or segments); Product development (new or improved products for the current markets)
Expansion › Integration	Horizontal (more of the same stage); Vertical forward (towards

Grand strategy	Types
	the customer); Vertical backward (towards the supplier)
Expansion › Diversification	Concentric / related (a new industry linked by technology, customers or skills); Conglomerate / unrelated
Expansion › Cooperation	Merger; Takeover / acquisition; Joint venture; Strategic alliance
Expansion › Internationalization	International; Multi-domestic; Global; Transnational
Retrenchment	Turnaround; Divestment; Liquidation
Combination	Several grand strategies at once in different parts of the organization

Fit check (✓ fits, ! check the choice), shown on the Strategies page and in the QSPM:

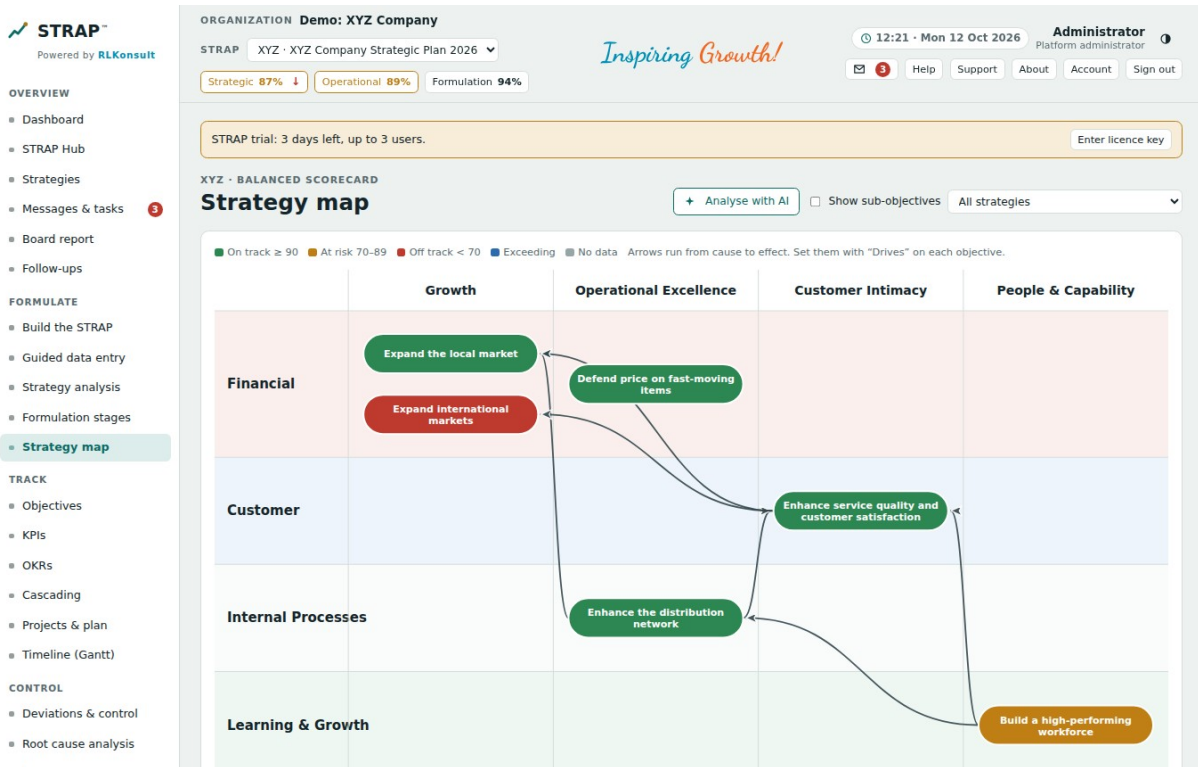
Result	Fits
SPACE Aggressive	Expansion
SPACE Conservative	Concentration or concentric diversification
SPACE Defensive	Retrenchment
SPACE Competitive	Integration or concentration
IE Grow and build	Expansion
IE Hold and maintain	Stability, market penetration or product development
IE Harvest or divest	Retrenchment

In Excel, the Strategies and TOWS sheets have **Grand strategy** and **Strategy type** columns; type the type (for example *Market development*) and the grand strategy follows.

Part 11 – The strategy map and objectives

11.1 The strategy map

Formulate → Strategy map is the Balanced Scorecard view: a grid of the four perspectives (Financial, Customer, Internal Processes, Learning & Growth) by strategic theme.



Strategy map

- Each objective is coloured by its score (blue, green, amber, red, grey).
- Arrows show cause and effect. Set them in the objective's **Drives** field.
- Click an objective to open its details.

11.2 The Objectives page

Track → Objectives shows the objective tree, grouped by strategy: main objectives and their sub-objectives, with code, strategy, perspective, theme, unit, owner, weight, SMART letters, strategic and operational scores and trend.

STRAP

Powered by RLKonsult

ORGANIZATION

Demo: XYZ Company

12:21 · Mon 12 Oct 2026

Administrator

Platform administrator

Help

Support

About

Account

Sign out

STRAP

XYZ · XYZ Company Strategic Plan 2026

Strategic 87%

Operational 89%

Formulation 94%

STRAP trial: 3 days left, up to 3 users.

Enter licence key

XYZ · 6 STRATEGIC (MAIN) OBJECTIVES, 15 SUB-OBJECTIVES

Analyse with AI

Template

Download

Upload

+ Strategic objective

Strategic objectives

are the main objectives of each strategy and should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). **Sub-objectives** break a strategic objective down by unit or area; KPIs and projects attach to either.

Search objectives

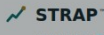
All strategies

CODE	OBJECTIVE	STRATEGY	SMART	PERSPECTIVE	ENTITY	OWNER	WEIGHT	STRATEGIC	OPERATIONAL	KPIs	PROJECTS
S1 S0	Market Development Strategy							82	91		
XYZ.1	Expand the local market Priority	S1 S0	SMART	Financial	Sales	Kevin Foster	25	93 ↓	92		7
XYZ.1.1	└ Increase revenue of local sales	S1 S0		Financial	Local Sales	Henry Scott	60	92 ↓	95		2
XYZ.1.2	└ Increase profit margin of local sales	S1 S0		Financial	Local Sales	Henry Scott	40	97 ↓	102		1
XYZ.1.3	└ Generate demand in the industrial zones	S1 S0		Customer	Marketing	Diana Hall	20	92 ↓	94		1
XYZ.1.4	└ Grow online ordering by smaller buyers	S1 S0		Customer	E-Business	Oliver Nash	15	85 ↓	55		1
XYZ.1.5	└ Grow sales through channel partners	S1 S0		Financial	Channels	Sophie Ward	15	98 ↓	104		1
XYZ.2	Expand International markets	S1 S0	SMART	Financial	International Sales	Laura Mitchell	20	68 ↑	83		3
XYZ.2.1	└ Increase International revenue	S1 S0		Financial	International Sales	Laura Mitchell	60	80 →	100		1

Objectives

- **+ Strategic objective** adds a main objective. Open a main objective and use **+ Sub-objective** to add under it.
- The **Strategy** filter shows one strategy at a time.
- The **SMART** column shows which of the five letters are filled.
- **Template / Download / Upload** fill or update objectives from Excel (matched by code).
- To delete an objective, remove its sub-objectives and KPIs first.

Click an objective to open its **details**: its strategic and operational scores, owner, unit, weight, perspective, theme and strategy, the description, the **SMART** box (with **Make SMART with AI** and **Edit**), its sub-objectives with their scores and trends, its KPIs, projects, linked OKRs, issues and risks (also those of the items under it, marked *via*), and buttons such as **Analyse with AI**, **+ Issue**, **+ Risk**, **Edit**, **Change history**, **Message the owner** and **Assign a task**.



Powered by **RLKonsult**

ORGANIZATION **Demo: XYZ Company**

STRAP | XYZ - XYZ Company Strategic Plan 2026

Strategic **87%** Operational **89%** Formulation **94%**

STRAP trial: 3 days left, up to 3 users.

XYZ - 6 STRATEGIC (MAIN) OBJECTIVES, 15 SUB-OBJECTIVES

Objectives

Strategic objectives are the main objectives of each strategy and should be SMART (Specific, Measurable, Achievable, Relevant, Time-bound). Sub-objectives break a strategic objective down by unit or attach to either.

Search objectives All strategies

CODE	OBJECTIVE	STRATEGY	SMART	PERSPECTIVE	ENTITY
S1 S0 Market Development Strategy					
XYZ.1	Expand the local market <i>Priority</i>	S1 S0	SMART	Financial	Sales
XYZ.1.1	Increase revenue of local sales	S1 S0		Financial	Local
XYZ.1.2	Increase profit margin of local sales	S1 S0		Financial	Local
XYZ.1.3	Generate demand in the industrial zones	S1 S0		Customer	Market
XYZ.1.4	Grow online ordering by smaller buyers	S1 S0		Customer	E-Bus
XYZ.1.5	Grow sales through channel partners	S1 S0		Financial	Chan
XYZ.2	Expand International markets	S1 S0	SMART	Financial	Inter Sales
XYZ.2.1	Increase International revenue	S1 S0		Financial	Inter Sales

XYZ.1

Expand the local market

93 Strategic 92 Operational

Owner Kevin Foster Unit Sales Weight 25 Perspective Financial

Theme Growth

Strategy S1 - Market Development Strategy — Use the exclusive brands to win customers in the new industrial zones

Grow our share of industrial safety and supply spend in the home market by winning new factories in the industrial zones and selling more to the accounts we already serve. This is the largest source of revenue growth in the plan.

SMART SMART

+ Make SMART with AI

AI suggestions are off: set up AI in Admin → AI settings - Open AI settings

Edit

S Specific Grow sales to industrial customers in the home market

M Measurable Local sales revenue from USD 36 m to 48 m; active accounts from 300 to 380

A Achievable Exclusive brands plus four new sales reps in the industrial zones

R Relevant Delivers the Market Development Strategy (S1)

T Time-bound 31 Dec 2028

Sub-objectives

Increase revenue of local sales	XYZ.1.1 - weight 60	92	↓
Increase profit margin of local sales	XYZ.1.2 - weight 40	97	↓
Generate demand in the industrial zones	XYZ.1.3 - weight 20	92	↓
Grow online ordering by smaller buyers	XYZ.1.4 - weight 15	85	↓
Grow sales through channel partners	XYZ.1.5 - weight 15	98	↓

Objective details

11.3 Adding or editing an objective

Edit objective
Cancel

Objective *

Expand the local market

Code *

XYZ.1

Parent objective

None (main objective)

Strategy (for main objectives; sub-objectives follow their main objective)

S1 · Market Development Strategy — Use the exclusive brands to win customers in the

Perspective

Financial

Theme

Growth

Entity

— Sales

Owner

Kevin Foster

Weight

25

☒ High priority

Drives (cause → effect on the strategy map)

☐ Select all

☐ XYZ.1.1 · Increase revenue of local sales
☐ XYZ.1.2 · Increase profit margin of local sales
☐ XYZ.1.3 · Generate demand in the industrial zones
☐ XYZ.1.4 · Grow online ordering by smaller buyers
☐ XYZ.1.5 · Grow sales through channel partners
☐ XYZ.2 · Expand international markets
☐ XYZ.2.1 · Increase international revenue
☐ XYZ.2.2 · Build partnerships with international brands

Description

Grow our share of industrial safety and supply spend in the home market by winning new factories in the industrial zones and selling more to the accounts we already serve. This is the largest source of revenue growth in the plan.

SMART strategic objective

Delete
Save

Edit objective

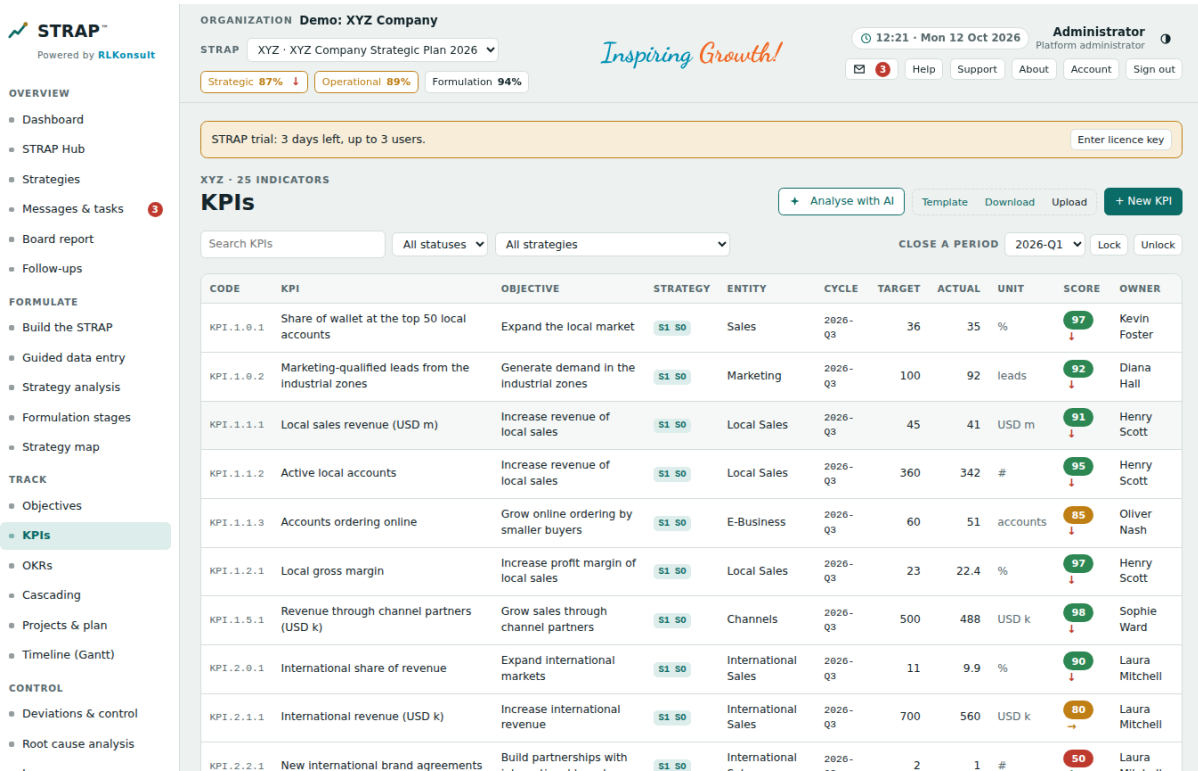
Field	What to fill in	Example
Objective *	What will be achieved, starting with a verb.	Expand the local market
Code *	A unique code; sub-objectives add a number.	XYZ.1 (sub-objective XYZ.1.1)
Parent objective	None for a main objective, or the main objective it belongs to.	None (main objective)
Strategy	For main objectives: the strategy it serves. Sub-objectives follow their main objective.	S1 · Market Development Strategy
Perspective	Financial, Customer, Internal Processes or Learning & Growth.	Financial
Theme	One of the STRAP's themes.	Growth
Entity	The unit responsible.	Sales
Owner	The person accountable.	Kevin Foster
Weight	How much it counts in its parent's (or the strategy's) score.	25
High priority	Marks it as a priority.	Ticked

Field	What to fill in	Example
Drives	The objectives it causes (arrows on the map).	XYZ.1.1
Description	What it means in practice.	Grow our share of industrial supply spend...
SMART (main objectives)	S Specific: exactly what will be achieved. M Measurable: the measure, from baseline to target. A Achievable: why it is realistic. R Relevant: how it serves its strategy. T Time-bound: the deadline (a diamond on the Gantt chart).	M: Local revenue from USD 36 m to USD 45 m

Make SMART with AI drafts the five SMART fields from the objective, its strategy and its KPIs; check and edit them before saving.

Part 12 – KPIs: targets and results every cycle

Track → KPIs lists the KPIs of the open STRAP with objective, owner, cycle type, latest target and actual, score and trend.



ORGANIZATION Demo: XYZ Company

STRAP XYZ · XYZ Company Strategic Plan 2026

Strategic 87% **Operational** 89% **Formulation** 94%

STRAP trial: 3 days left, up to 3 users. Enter licence key

XYZ · 25 INDICATORS

KPIs

Search KPIs All statuses All strategies

CLOSE A PERIOD 2026-Q1 Lock Unlock

CODE	KPI	OBJECTIVE	STRATEGY	ENTITY	CYCLE	TARGET	ACTUAL	UNIT	SCORE	OWNER
KPI.1.0.1	Share of wallet at the top 50 local accounts	Expand the local market	S1 50	Sales	2026-Q3	36	35	%	97	Kevin Foster
KPI.1.0.2	Marketing-qualified leads from the Industrial zones	Generate demand in the Industrial zones	S1 50	Marketing	2026-Q3	100	92	leads	92	Diana Hall
KPI.1.1.1	Local sales revenue (USD m)	Increase revenue of local sales	S1 50	Local Sales	2026-Q3	45	41	USD m	91	Henry Scott
KPI.1.1.2	Active local accounts	Increase revenue of local sales	S1 50	Local Sales	2026-Q3	360	342	#	95	Henry Scott
KPI.1.1.3	Accounts ordering online	Grow online ordering by smaller buyers	S1 50	E-Business	2026-Q3	60	51	accounts	85	Oliver Nash
KPI.1.2.1	Local gross margin	Increase profit margin of local sales	S1 50	Local Sales	2026-Q3	23	22.4	%	97	Henry Scott
KPI.1.5.1	Revenue through channel partners (USD k)	Grow sales through channel partners	S1 50	Channels	2026-Q3	500	488	USD k	98	Sophie Ward
KPI.2.0.1	International share of revenue	Expand International markets	S1 50	International Sales	2026-Q3	11	9.9	%	90	Laura Mitchell
KPI.2.1.1	International revenue (USD k)	Increase International revenue	S1 50	International Sales	2026-Q3	700	560	USD k	80	Laura Mitchell
KPI.2.2.1	New international brand agreements	Build partnerships with	S1 50	International	2026-Q3	2	1	#	50	Laura Mitchell

KPIs

12.1 Adding a KPI

+ New KPI (or **+ KPI** in an objective's details):

Edit KPI

Cancel

KPI *

Local sales revenue (USD m)

Code *

KPI.1.1.1

Objective *

XYZ.1.1 · Increase revenue of local sale

Entity

— Local Sales

Owner

Henry Scott

Unit

USD m

Polarity

Higher is better

Weight in objective

2

Baseline value

36

Measurement cycle

Quarterly

Cycles from

01/01/2026

Cycles to

12/31/2026

Default target for new cycles

☒ High priority

Changing the cycle type or dates regenerates cycles only when no actuals have been entered.

Delete

Save

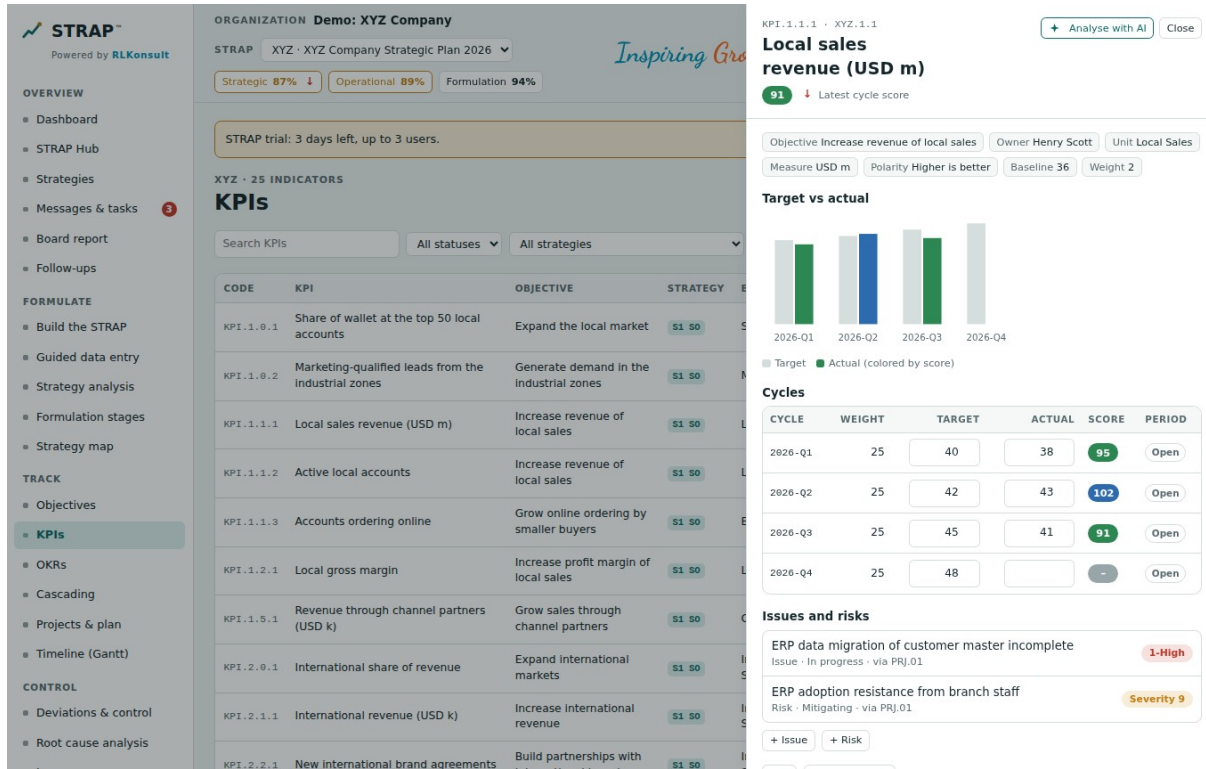
Edit KPI

Field	What to fill in	Example
KPI *	What is measured, with the unit in brackets.	Local sales revenue (USD m)
Code *	A unique code.	KPI.1.1.1
Objective *	The objective it measures.	XYZ.1.1 · Increase revenue of local sales
Entity	The unit responsible.	Local Sales
Owner	The person who enters the actuals.	Henry Scott
Unit	The unit of measure.	USD m
Polarity	Higher is better (revenue) or Lower is better (cost, delivery time).	Higher is better
Weight in objective	How much it counts among the objective's KPIs.	2
Baseline value	Where it stood before the plan.	36
Measurement cycle	Monthly, Quarterly, Semi-annual or Annual.	Quarterly
Cycles from / Cycles to	The period over which cycles are created.	01/01/2026 – 31/12/2026
Default target for new cycles	Fills every new cycle's target; change them later one by one.	45
High priority	Shows it in High-priority KPIs on the dashboard.	Ticked

Cycles are created from the cycle type and the dates. Changing the cycle type or dates regenerates the cycles only while no actuals have been entered.

12.2 Entering targets and actuals

Click a KPI to open its details: the KPI's facts (objective, owner, unit, measure, polarity, baseline, weight), the **Target vs actual** chart (each actual coloured by its score) and the **Cycles** table with the columns Cycle, Weight, Target, Actual, Score and Period.



KPI details

1. Type a **target** or an **actual** in the cycle table and press **Tab** or click away. It is saved at once.
2. The cycle score, the KPI's colour and every score above it update immediately (Part 4.7).
3. A cycle without an actual has no score (grey) and is left out of the roll-up. The KPI's score is that of its latest cycle with an actual.

Below the cycles, the details panel lists the KPI's issues and risks (+ **Issue**, + **Risk**) and the usual buttons.

Who can enter: KPI owners enter the actuals of their own KPIs; unit managers can also set targets in their units; the strategy office can change everything.

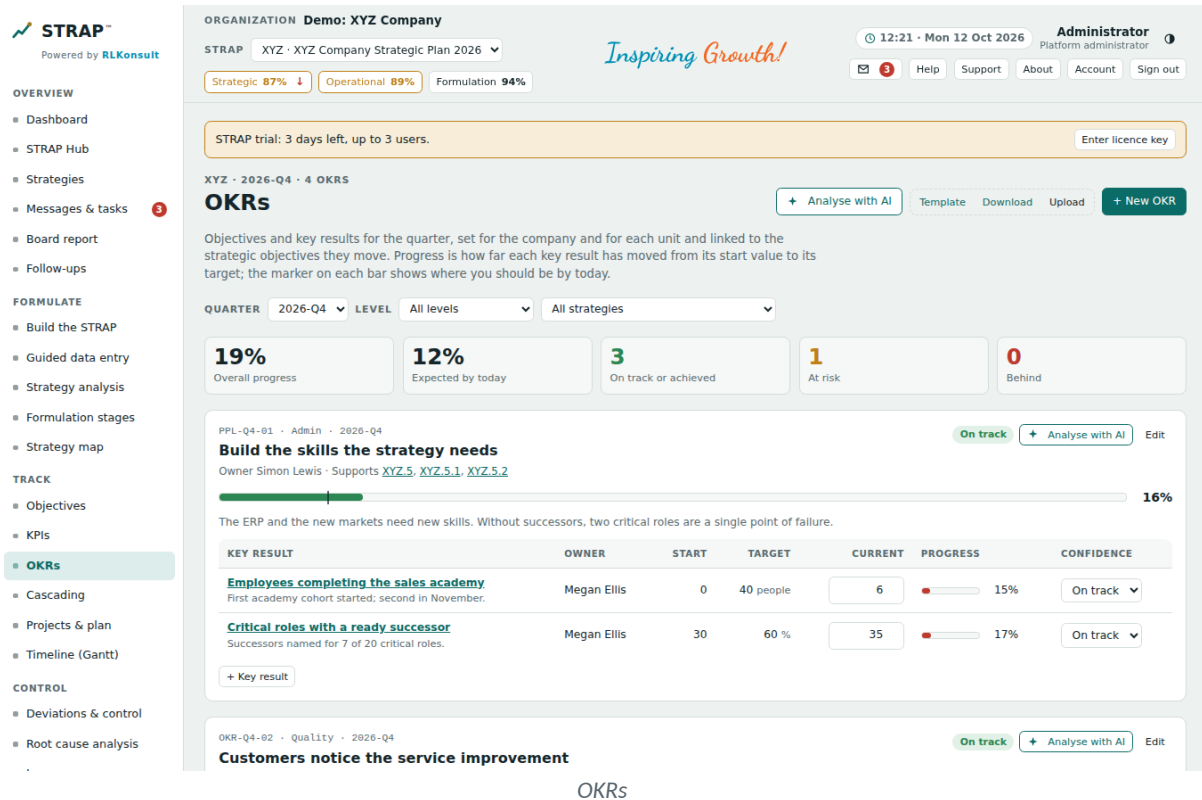
Period locking: the **Period** column shows **Open** or **Locked**. The strategy office clicks it to lock a period (*Lock this period so only admins can change it*); locked values can then only be changed by the strategy office. Click again to unlock.

When a KPI is **at risk** or **off track**, its details offer **Analyse root cause** (Part 15.3) and it appears on the next review meeting agenda.

Part 13 – OKRs and Cascading

13.1 OKRs: quarterly goals

Track → OKRs holds the quarterly objectives and key results of the company and each unit, linked to the strategic objectives they move.



The screenshot shows the STRAP interface for managing OKRs. The left sidebar contains navigation links for Overview, Formulate, Track, and Control. The main content area displays the 'OKRs' section for 'XYZ Company' in '2026-Q4'. It shows a progress bar for 'Overall progress' at 19%, 'Expected by today' at 12%, and 'On track or achieved' at 3. Below this, there are two OKR entries: 'Build the skills the strategy needs' and 'Customers notice the service improvement'. Each entry has a progress bar, a description, and a table of key results.

OKRs

Objectives and key results for the quarter, set for the company and for each unit and linked to the strategic objectives they move. Progress is how far each key result has moved from its start value to its target; the marker on each bar shows where you should be by today.

QUARTER: 2026-Q4 LEVEL: All levels All strategies

19% Overall progress 12% Expected by today 3 On track or achieved 1 At risk 0 Behind

PPL-Q4-01 · Admin · 2026-Q4

Build the skills the strategy needs On track + Analyse with AI Edit

Owner Simon Lewis · Supports XYZ.5, XYZ.5.1, XYZ.5.2

The ERP and the new markets need new skills. Without successors, two critical roles are a single point of failure.

KEY RESULT	OWNER	START	TARGET	CURRENT	PROGRESS	CONFIDENCE
Employees completing the sales academy First academy cohort started; second in November.	Megan Ellis	0	40 people	6	15%	On track
Critical roles with a ready successor Successors named for 7 of 20 critical roles.	Megan Ellis	30	60 %	35	17%	On track

+ Key result

OKR-Q4-02 · Quality · 2026-Q4

Customers notice the service improvement On track + Analyse with AI Edit

+ New OKR:

Edit OKR

Cancel

Objective (what we want to achieve this quarter) *

Build the skills the strategy needs

Code

PPL-Q4-01

Quarter *

2026-Q4

Level

— Admin

Owner

Simon Lewis

Supports strategic objectives

☐ Select all

☐ XYZ.1 · Expand the local market
 ☐ XYZ.1.1 · Increase revenue of local sales
 ☐ XYZ.1.2 · Increase profit margin of local sales
 ☐ XYZ.1.3 · Generate demand in the industrial zones
 ☐ XYZ.1.4 · Grow online ordering by smaller buyers
 ☐ XYZ.1.5 · Grow sales through channel partners
 ☐ XYZ.2 · Expand international markets
 ☐ XYZ.2.1 · Increase international revenue

Why it matters (optional)

The ERP and the new markets need new skills. Without successors, two critical roles are a single point of failure.

Delete

Save

Edit OKR

Field	What to fill in	Example
Objective *	What you want to achieve this quarter.	Build the skills the strategy needs
Code	A short code.	PPL-Q4-01
Quarter *	The quarter.	2026-Q4
Level	Company or a unit.	Admin
Owner	Who leads it.	Simon Lewis
Supports strategic objectives	The objectives it moves.	XYZ.4
Why it matters	Optional context.	Two critical roles have no successor

+ Key result (aim for 2 to 5 per OKR):

Edit key result

Cancel

Key result (a measurable outcome) *

Employees completing the sales academy

Measure unit (e.g. %, EGP m, clients)

people

Owner

Megan Ellis

Start value

0

Target value *

40

Current value

6

Confidence

On track

Note

First academy cohort started; second in November.

Delete

Save

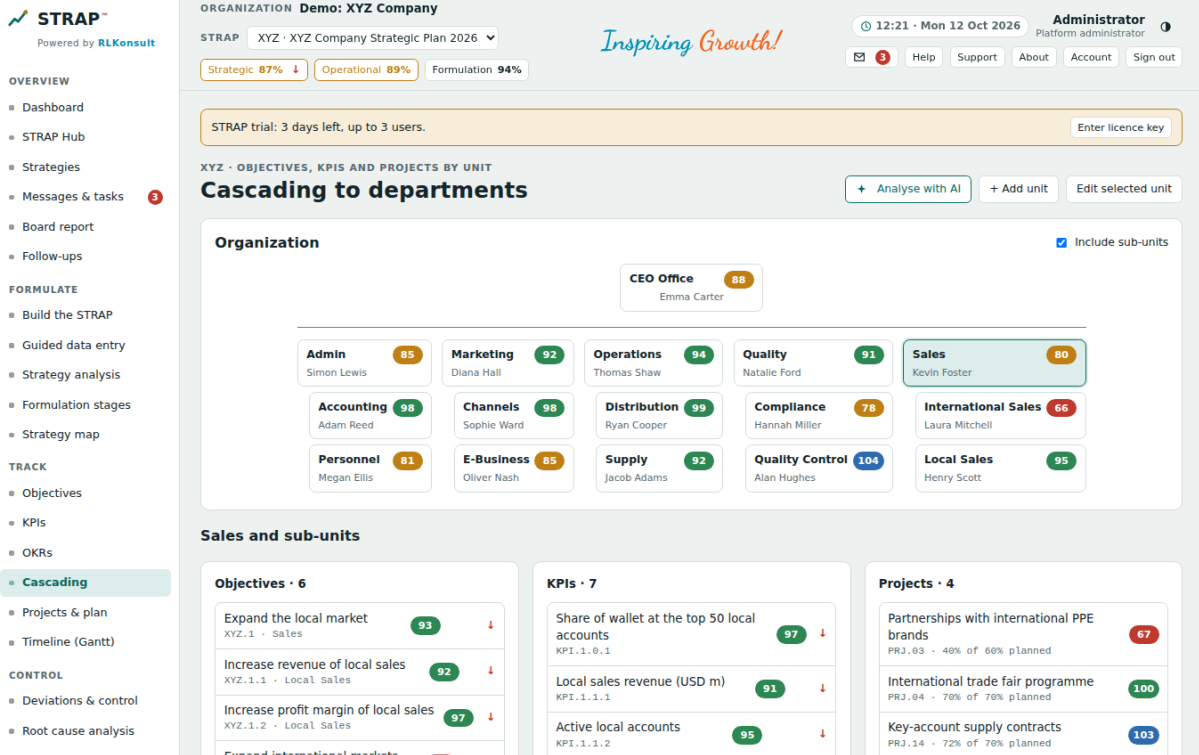
Edit key result

Field	What to fill in	Example
Key result *	A measurable outcome.	Employees completing the sales academy
Measure unit	%, USD m, clients, people...	people
Owner	Who updates it.	Megan Ellis
Start value / Target value *	Where it starts and where it should end.	0 → 40
Current value	Where it is now.	6
Confidence	On track, At risk or Off track, as the owner feels it.	On track
Note	A short comment.	Second cohort in November

- **Progress** = how far the current value has moved from start to target (start 40, target 100, current 70 = 50%). An OKR's progress is the average of its key results.
- The **marker** on each bar shows where you should be today (the share of the quarter passed). Status: **On track** (within 10 points of the marker), **At risk** (within 25), **Behind**, **Achieved** (100%), **Not started** (quarter not begun).
- Update **Current** and **Confidence** directly in the table. Filter by quarter and level at the top.
- Owners update the key results they own; unit managers manage their unit's OKRs; company OKRs are set by the strategy office.

13.2 Cascading: the strategy by unit

Track → **Cascading** shows the strategy by department. The org chart shows each unit with its score; select a unit to see its objectives, KPIs and projects, with or without its sub-units.



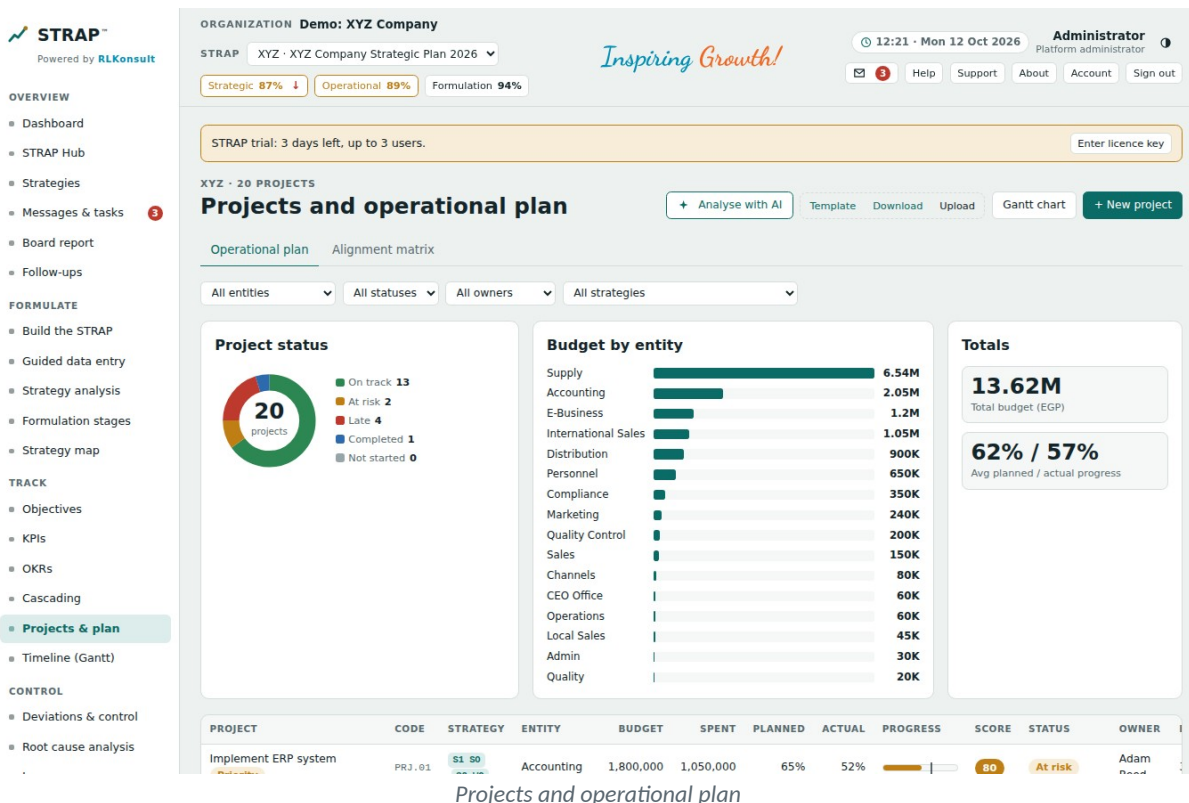
Cascading

- **+ Add unit, Edit:** name, reports to and manager (Part 6.4). Strategy office only.
- **Unit score** = the average score of the objectives of the unit (and its sub-units).
- A unit manager's rights cover their unit and every unit under it.

Part 14 – Projects and the timeline

14.1 Projects and operational plan

Track → Projects & plan lists the initiatives that deliver the objectives.



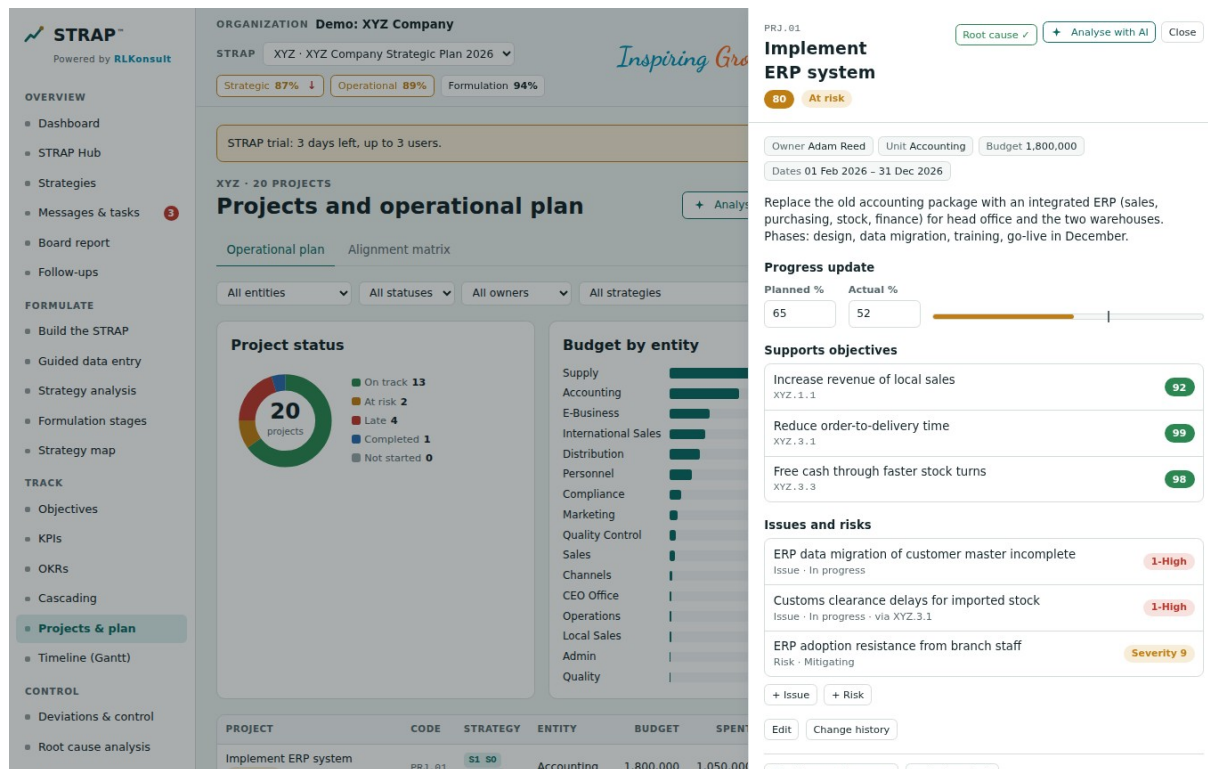
- Filters: unit (entity), status, owner and strategy.
- **Project status** donut, **Budget by entity**, and the table of budget, spent, planned vs actual %, score and status.
- **Project score** = $\text{actual \%} \div \text{planned \%} \times 100$. Status: **Completed** at 100% actual, **Not started** when both are 0, otherwise **On track**, **At risk** or **Late** by the score bands.
- **Alignment matrix** (tab): which projects support which objectives, so you can spot objectives with no project.

+ New project fields:

Field	What to fill in	Example
Project *	The initiative.	Implement ERP system
Code *	A unique code.	PRJ.01
Entity	The unit running it.	Accounting
Owner	The project manager.	Adam Reed
Budget / Spent so far	Planned cost and actual cost to date.	1,800,000 / 1,050,000
Start date / End date	The project period (needed for the Gantt chart).	01/02/2026 – 31/12/2026

Field	What to fill in	Example
Planned progress %	Where it should be today.	65
Actual progress %	Where it really is.	52
High priority	Marks it as a priority.	Ticked
Supports objectives	The objectives it delivers.	XYZ.1.1, XYZ.3.1
Description	Scope and phases.	Design, data migration, training, go-live in December

Updating progress: open the project; under **Progress update** type the **Planned %** and **Actual %**. Project owners update their own projects. The details panel also shows the objectives it supports, its issues and risks (+ **Issue**, + **Risk**), **Analyse root cause** when it is late, **Root cause** ✓ when an analysis exists, **Change history**, **Message the owner** and **Assign a task**.



The screenshot displays the STRAP interface for a project named 'Implement ERP system' (PRJ.01). The main panel shows the project status with a donut chart indicating 20 projects: 13 On track, 2 At risk, 4 Late, 1 Completed, and 0 Not started. The 'Budget by entity' section lists various departments and their associated budgets. The right-hand panel provides a detailed view of the project, including its description, progress update (Planned %: 65, Actual %: 52), supported objectives (e.g., 'Increase revenue of local sales' with a score of 92), and issues/risks (e.g., 'ERP data migration of customer master incomplete' with a severity of 1-High).

Project details

14.2 Timeline (Gantt chart)

Track → Timeline (Gantt) shows each strategy on a timeline with its projects under it.

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups

FORMULATE

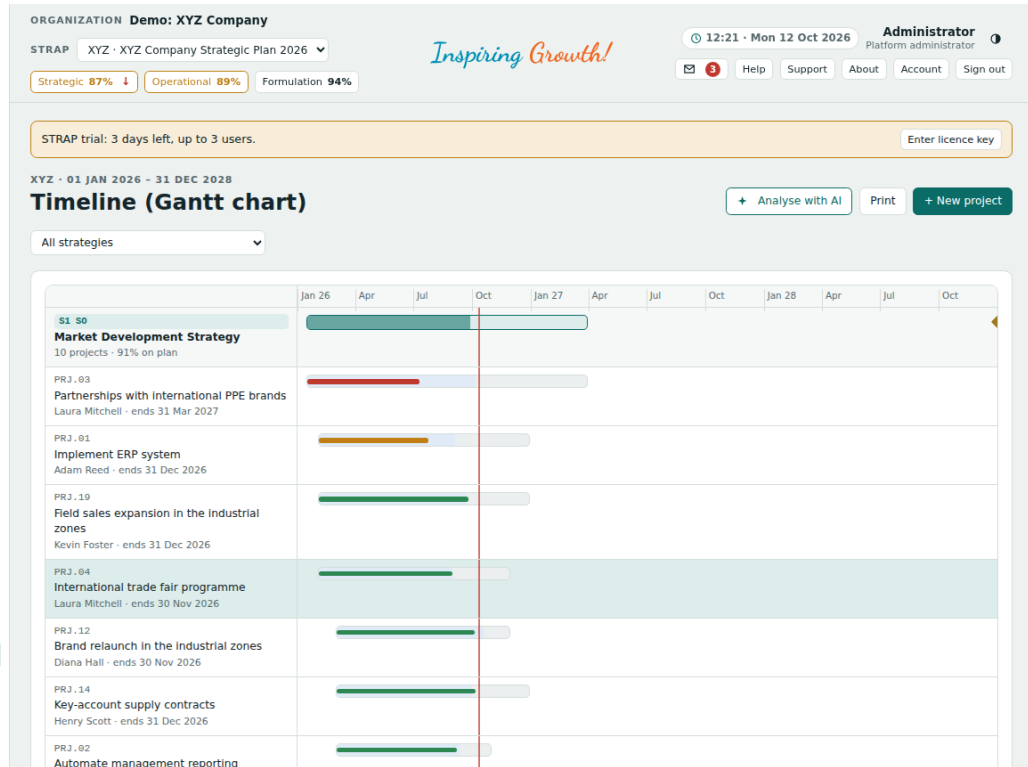
- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)**

CONTROL

- Deviations & control
- Root cause analysis



Timeline (Gantt chart)

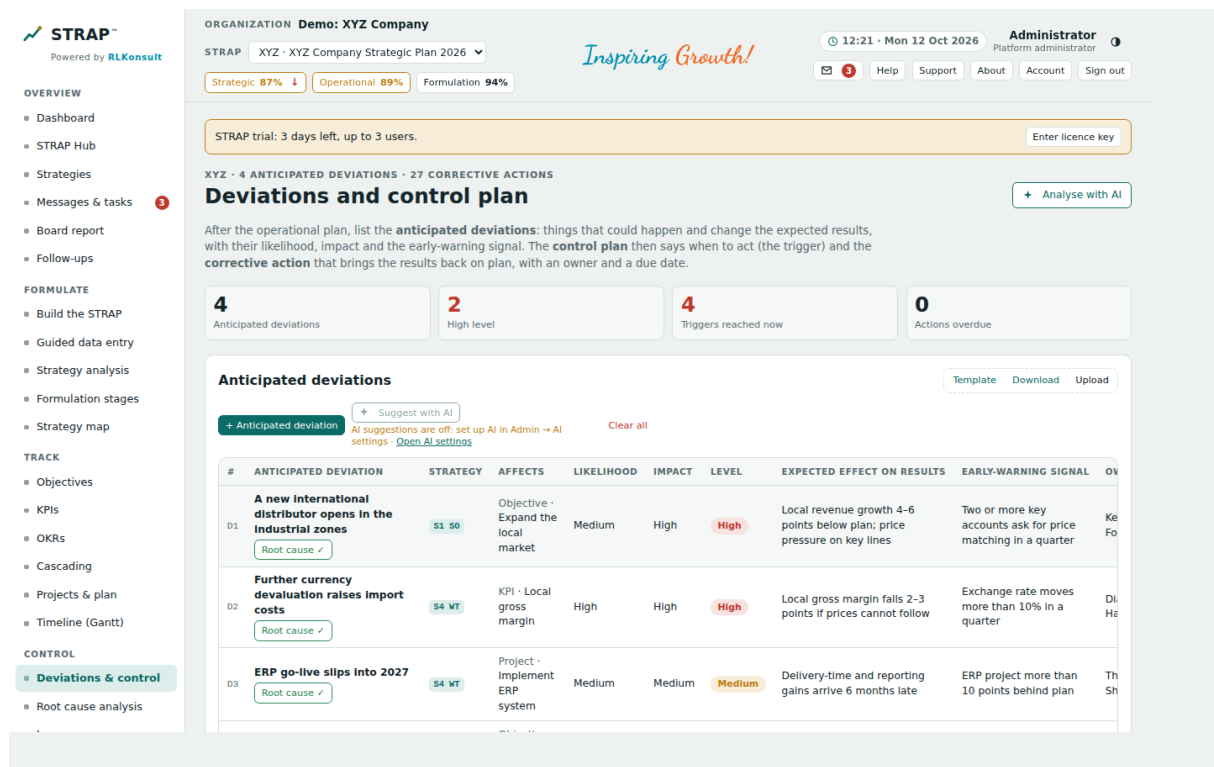
- A **strategy bar** runs from its first project start to its last project end and fills to the average actual progress; its colour follows the strategy's operational score.
- Each **project bar** shows planned progress (light) and actual progress (dark, coloured by status).
- Diamonds** mark the SMART deadlines of strategic objectives and the corrective actions due (red when overdue). The red line is today.
- Use the Strategy filter to show one strategy; click a bar to open the strategy's objectives or the project. **Print** prints the chart. Projects need start and end dates to appear.

Part 15 – Control: keeping the strategy on course

The **Control** menu holds everything that deals with what goes, or could go, wrong: anticipated deviations and the control plan, root cause analysis, issues, risks and review meetings. Part 4.4 shows how a result off track reaches each of them.

15.1 Anticipated deviations

Control → Deviations & control, upper part. Anticipated deviations are what could happen that would change the expected results: a competitor move, a cost rise, a supplier failure, a delay, a new regulation. They come after the operational plan in Build the STRAP.



ORGANIZATION Demo: XYZ Company

STRAP XYZ - XYZ Company Strategic Plan 2026

Strategic 87% Operational 89% Formulation 94%

STRAP trial: 3 days left, up to 3 users. Enter licence key

XYZ - 4 ANTICIPATED DEVIATIONS - 27 CORRECTIVE ACTIONS

Deviations and control plan

After the operational plan, list the **anticipated deviations**: things that could happen and change the expected results, with their likelihood, impact and the early-warning signal. The **control plan** then says when to act (the trigger) and the **corrective action** that brings the results back on plan, with an owner and a due date.

4 Anticipated deviations 2 High level 4 Triggers reached now 0 Actions overdue

Anticipated deviations

+ Anticipated deviation + Suggest with AI

AI suggestions are off: set up AI in Admin → AI settings - Open AI settings Clear all

#	ANTICIPATED DEVIATION	STRATEGY	AFFECTS	LIKELIHOOD	IMPACT	LEVEL	EXPECTED EFFECT ON RESULTS	EARLY-WARNING SIGNAL	OV
D1	A new international distributor opens in the industrial zones Root cause ✓	S1 S0	Objective - Expand the local market	Medium	High	High	Local revenue growth 4-6 points below plan; price pressure on key lines	Two or more key accounts ask for price matching in a quarter	Ke Fo
D2	Further currency devaluation raises import costs Root cause ✓	S4 WT	KPI - Local gross margin	High	High	High	Local gross margin falls 2-3 points if prices cannot follow	Exchange rate moves more than 10% in a quarter	Di He
D3	ERP go-live slips into 2027 Root cause ✓	S4 WT	Project - Implement ERP system	Medium	Medium	Medium	Delivery-time and reporting gains arrive 6 months late	ERP project more than 10 points behind plan	Th Sh

Deviations and control plan

+ **Deviation** (or **Suggest with AI**, which proposes deviations from the strategies, SWOT threats and weaknesses and the risks; **Clear** removes them again):

Edit anticipated deviation

Cancel

Anticipated deviation: what could happen that changes the expected results *

A new international distributor opens in the industrial zones

Strategy affected

S1 · Market Development Strategy — Use the exclusive brands to win customers in the

Affects (objective, KPI or project)

XYZ.1 · Expand the local market

Likelihood

Medium

Impact on the results

High

Expected effect on the results (quantify if you can)

Local revenue growth 4–6 points below plan; price pressure on key lines

Early-warning signal: what shows it is starting

Two or more key accounts ask for price matching in a quarter

Owner (watches the signal)

Kevin Foster

Delete

Save

Anticipated deviation

Field	What to fill in	Example
Anticipated deviation *	What could happen that changes the expected results.	The main competitor cuts prices by 10% in the industrial zones
Strategy affected	The strategy, or <i>All strategies</i> .	S1 · Market Development Strategy
Affects	The objective, KPI or project it would hit.	KPI.1.1.1 · Local sales revenue
Likelihood / Impact on the results	High, Medium or Low each; together they give the level.	Medium / High
Expected effect	What it would do to the results, in numbers if you can.	Local revenue 8–10% below target
Early-warning signal	What shows it is starting.	Two key accounts ask for new quotes in one month
Owner	Who watches the signal.	Kevin Foster

15.2 The control plan

Control → **Deviations & control**, lower part. For each deviation (or for any KPI or project off track), the **trigger** says when to act and the **corrective action** says what to do.

Edit corrective action

Cancel

Corrective action *

Re-price low-margin lines and shift sourcing of fast movers to local suppliers

For anticipated deviation

D2 · Further currency devaluation raises import costs

Linked objective, KPI or project

KPI.1.2.1 · Local gross margin

Trigger: when to act (e.g. KPI below 90% of target for one quarter)

Local gross margin below 21% in a quarter

Owner

Diana Hall

Due date

11/05/2026

Status

In progress

Notes / result

Price list update sent to sales

Delete

Save

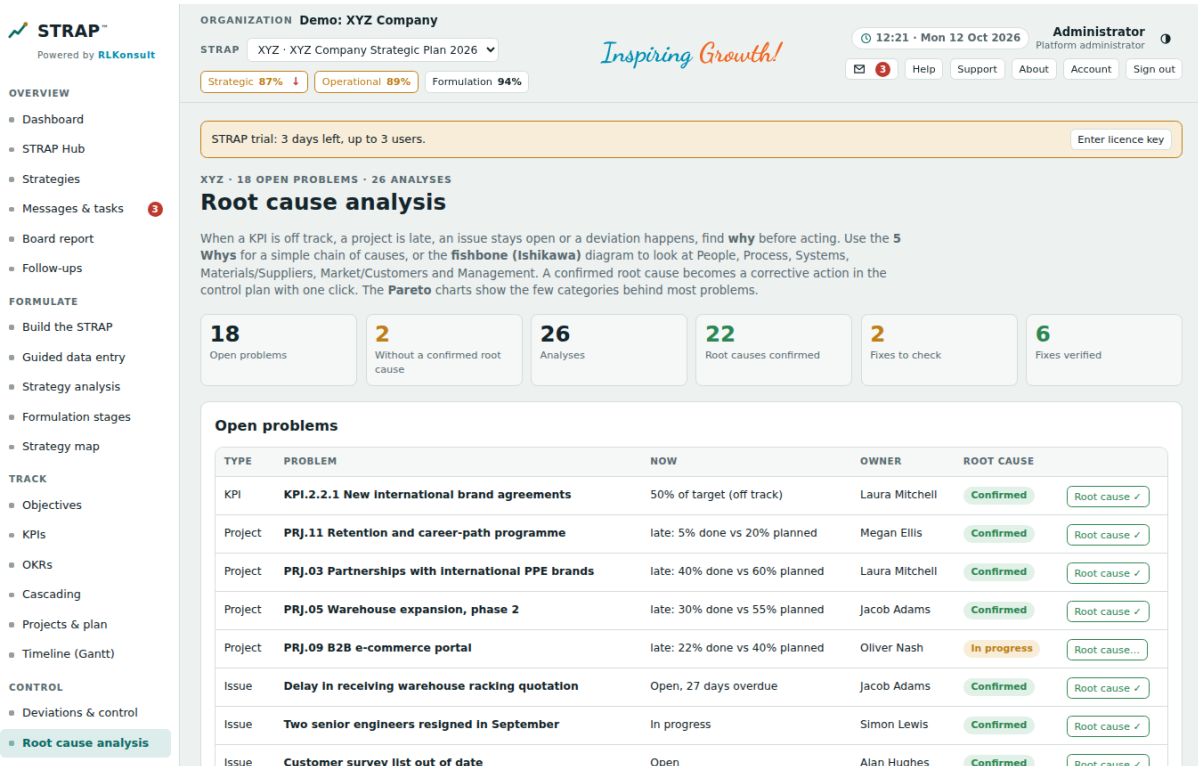
Corrective action

Field	What to fill in	Example
Corrective action *	What will be done.	Launch a volume-based price agreement for the top 20 accounts
For anticipated deviation	The deviation it answers, or <i>None</i> (for a KPI or project off track).	D1
Linked objective, KPI or project	What it protects.	KPI.1.1.1
Trigger	When to act.	KPI below 90% of target for one quarter
Owner / Due date	Who does it, by when.	Kevin Foster / 30 Nov 2026
Status	Planned, In progress, Done or Not needed.	In progress
Notes / result	What happened.	12 of 20 accounts signed

- **Reached now** marks a trigger whose linked KPI or objective is off track or whose project is late. Overdue actions are red.
- **Suggest actions with AI** writes actions for deviations that have none. **Bring in KPIs/projects off track** adds a row for each red KPI or late project the plan does not cover yet.
- The owner of an action can change its status and notes.
- Corrective actions appear on the dashboard (**Control plan**, **Due soon**), on the Gantt chart (diamonds), in Follow-ups, in email reminders, in the daily briefing and on the review meeting agenda when overdue.
- Everything can be filled or updated from Excel (Deviations and Control plan sheets).

15.3 Root cause analysis

Find **why** a problem happens before deciding what to do. Open **Control** → **Root cause analysis**, or click **Analyse root cause** on a KPI off track or at risk, a late project, an issue, a risk, an anticipated deviation, a gap or a corrective action.



The screenshot shows the STRAP interface for 'Demo: XYZ Company'. The left sidebar contains navigation links: Overview (Dashboard, STRAP Hub, Strategies, Messages & tasks, Board report, Follow-ups), Formulate (Build the STRAP, Guided data entry, Strategy analysis, Formulation stages, Strategy map), Track (Objectives, KPIs, OKRs, Cascading, Projects & plan, Timeline (Gantt)), and Control (Deviations & control, Root cause analysis). The main content area is titled 'Root cause analysis' and includes a summary of 18 open problems, 2 without a confirmed root cause, 26 analyses, 22 root causes confirmed, 2 fixes to check, and 6 fixes verified. Below this is a table of open problems with columns for Type, Problem, Now, Owner, and Root Cause.

TYPE	PROBLEM	NOW	OWNER	ROOT CAUSE
KPI	KPI.2.2.1 New international brand agreements	50% of target (off track)	Laura Mitchell	Confirmed Root cause ✓
Project	PRJ.11 Retention and career-path programme	late: 5% done vs 20% planned	Megan Ellis	Confirmed Root cause ✓
Project	PRJ.03 Partnerships with international PPE brands	late: 40% done vs 60% planned	Laura Mitchell	Confirmed Root cause ✓
Project	PRJ.05 Warehouse expansion, phase 2	late: 30% done vs 55% planned	Jacob Adams	Confirmed Root cause ✓
Project	PRJ.09 B2B e-commerce portal	late: 22% done vs 40% planned	Oliver Nash	In progress Root cause...
Issue	Delay in receiving warehouse racking quotation	Open, 27 days overdue	Jacob Adams	Confirmed Root cause ✓
Issue	Two senior engineers resigned in September	In progress	Simon Lewis	Confirmed Root cause ✓
Issue	Customer survey list out of date	Open	Alan Hughes	Confirmed Root cause ✓

Root cause analysis

The page shows the counts (open problems, without a confirmed root cause, analyses, root causes confirmed, fixes to check, fixes verified), the list of **open problems** with their current state, owner and root-cause status, and the Pareto charts. An item that already has an analysis shows **Root cause ✓**.

Working through an analysis

1. **Problem statement:** what, where and how much. STRAP fills it in from the item.
2. **This root cause also explains...:** tick other problems with the same cause, so one analysis covers them all.
3. **5 Whys:** answer “why?” up to five times. Give an answer a **category** (People, Process...) and it also appears on the fishbone. **Use as root cause** copies an answer down as the root cause.
4. **Fishbone (Ishikawa):** causes under People, Process, Systems / Technology, Materials / Suppliers, Market / Customers and Management / Policies. It also shows the 5 Whys answers that have a category and the root cause (★, in red). The tabs show how many entries each category has. **Print**, **Download SVG** or **Download PNG**.
5. **Suggest possible causes with AI** proposes hypotheses, a 5 Whys chain and the most likely root cause, using only this STRAP’s data. Check every hypothesis with the team.
6. When the team confirms the root cause, **Turn the root cause into...:** a **corrective action** (quick fix), an **objective** (structural fix), a **KPI** that watches the cause (early warning), a **project**, a **risk** (it could happen again), an **issue**, or a **task** to a person. Each is pre-filled and stays linked to the analysis.
7. **Did the fix work?** Set a check date. When it comes, or when the actions are done, STRAP shows how the problem looks now and suggests **Fix verified** or **Not effective: re-analyse**.

STRAP

Project to

Dashboard

STRAP Hub

Strategies

Messages & S

Board report

Follow-ups

Interim L&T

Build the STR

Guided data

Strategy anal

Formulation

Strategy map

TRACE

Objectives

KPIs

OKRs

Cascading

Projects & g

Timeline (G

controls

Deviations &

Root cause

Root cause analysis

Check due

Close

Project PRJ.01 Implement ERP system · at risk: 52% done vs 65% planned

Problem statement (what, where, how much)

PRJ.01 Implement ERP system: at risk, 52% done against 65% planned.

▼ This root cause also explains... 4 other problems

☐ KPI KPI.2.2.1 New international brand agreements · 50% of target (off track)

☐ Project PRJ.11 Retention and career-path programme · late: 5% done vs 20% planned

☐ Project PRJ.03 Partnerships with international PPE brands · late: 40% done vs 60% planned

☐ Project PRJ.05 Warehouse expansion, phase 2 · late: 30% done vs 55% planned

☐ Project PRJ.09 B2B e-commerce portal · late: 22% done vs 40% planned

☐ Issue Delay in receiving warehouse racking quotation · Open, 27 days overdue

☐ Issue Two senior engineers resigned in September · In progress

☐ Issue Customer survey list not of data · On an

Analyse once: every problem ticked here shows this root cause, and its actions count for all of them.

5 Whys (5)

Fishbone (13)

+ Suggest possible causes with AI

AI suggestions are off: set up AI in Admin → AI settings · Open AI settings

AI proposes hypotheses only from this STRAP's data (KPIs, projects, issues, risks, deviations, SWOT). Check each one with the team.

People

Key users new to ERP concepts

★ ×

Key users could only give one day a week to the project

5 Whys

+ Cause

Process

Testing scripts written late

★ ×

Scope changes after design sign-off

★ ×

Data migration and user testing took twice as long as planned

5 Whys

+ Cause

Systems / Technology

Old system exports incomplete data

★ ×

+ Cause

Delete analysis

Save

The 5 Whys

STRAP

Project to

Dashboard

STRAP Hub

Strategies

Messages & S

Board report

Follow-ups

Interim L&T

Build the STR

Guided data

Strategy anal

Formulation

Strategy map

TRACE

Objectives

KPIs

OKRs

Cascading

Projects & g

Timeline (G

controls

Deviations &

Root cause

Root cause analysis

Check due

Close

People

Key users new to ERP concepts

Key users could only give one day a week to the project

Vendor team changed twice

Process

Testing scripts written late

Scope changes after design sign-off

Data migration and user testing took twice as long as planned

Peak season in Q2 took the same amount of time as planned

Systems / Technology

Old system exports incomplete data

★ Key users released only one day a week, with no backfill for their daily work

The business case assumed the project budget had no money

Their daily work was not covered by a full-time project manager

Materials / Suppliers

Market / Customers

Management / Policies

PRJ.01 Implement ERP system: at risk, 52% done against 65% planned.

Print

Download SVG

Download PNG

Root cause

Key users released only one day a week, with no backfill for their daily work

Category (shown on the fishbone)

Management / Policies

Action that removes the root cause

Backfill the six key users three days a week until go-live (temporary staff), and name a full-time project manager

☒ The team has checked the evidence and confirms this root cause

Turn the root cause into...

Delete analysis

Save

The fishbone diagram

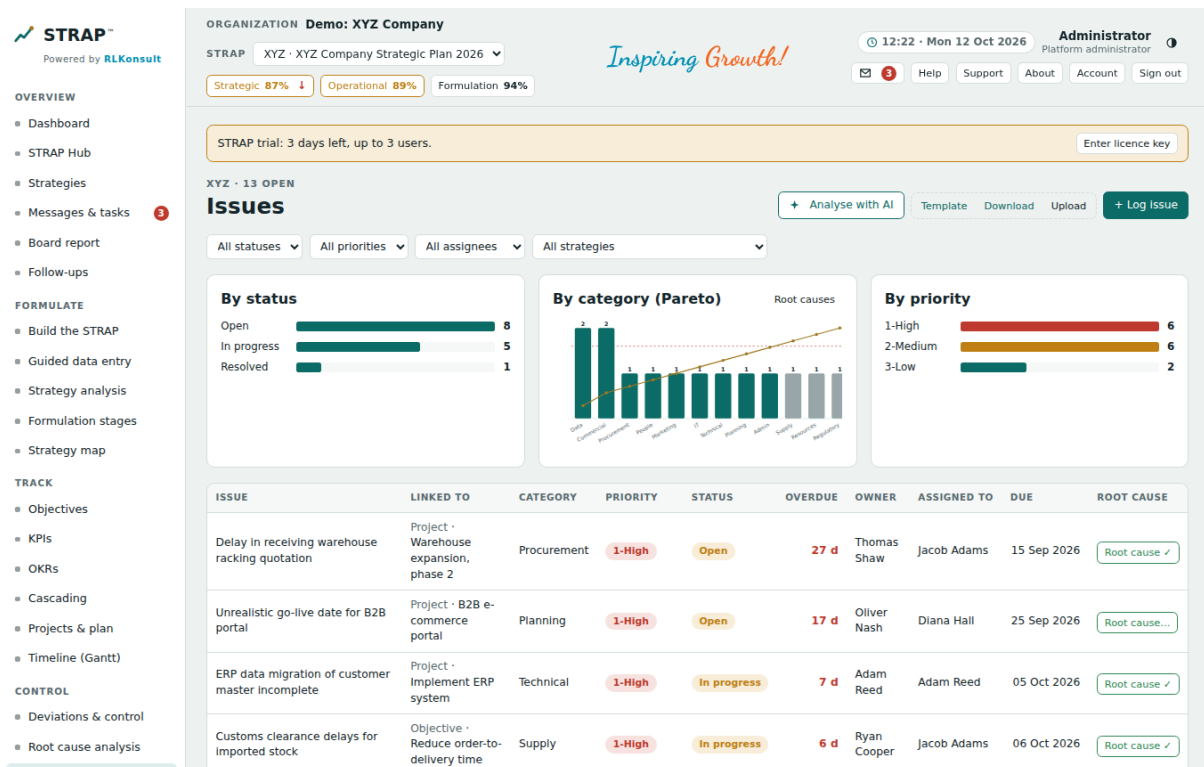
Status of an analysis: Open → Hypothesis → Confirmed → Action in progress → Check due → Fix verified / Not effective.

- **Similar root causes found before:** when a similar problem was analysed before, its root cause, action and result are shown at the top.

- **Systemic:** when the same root cause is confirmed in 3 or more analyses (or 3 causes fall in one category), STRAP marks it **Systemic** and suggests an objective.
- **Pareto:** issues and confirmed root causes by category, from the most to the least frequent, with the 80% line.
- **Excel export:** a Root cause analysis sheet.

15.4 Issues

Control → Issues is the issue log: anything blocking delivery now.



The screenshot shows the STRAP Issues dashboard for 'XYZ Company'. The dashboard includes a sidebar with navigation options like Overview, Dashboard, STRAP Hub, Strategies, Messages & tasks, Board report, Follow-ups, FORMULATE (Build the STRAP, Guided data entry, Strategy analysis, Formulation stages, Strategy map), TRACK (Objectives, KPIs, OKRs, Cascading, Projects & plan, Timeline (Gantt)), and CONTROL (Deviations & control, Root cause analysis). The main content area displays the 'Issues' section with filters for status, priorities, assignees, and strategies. It features three charts: 'By status' (Open: 8, In progress: 5, Resolved: 1), 'By category (Pareto)' (a bar chart showing root causes by frequency), and 'By priority' (1-High: 6, 2-Medium: 6, 3-Low: 2). Below the charts is a table of issues with columns for Issue, Linked to, Category, Priority, Status, Overdue, Owner, Assigned to, Due, and Root Cause.

ISSUE	LINKED TO	CATEGORY	PRIORITY	STATUS	OVERDUE	OWNER	ASSIGNED TO	DUE	ROOT CAUSE
Delay in receiving warehouse racking quotation	Project - Warehouse expansion, phase 2	Procurement	1-High	Open	27 d	Thomas Shaw	Jacob Adams	15 Sep 2026	Root cause ✓
Unrealistic go-live date for B2B portal	Project - B2B e-commerce portal	Planning	1-High	Open	17 d	Oliver Nash	Diana Hall	25 Sep 2026	Root cause...
ERP data migration of customer master incomplete	Project - Implement ERP system	Technical	1-High	In progress	7 d	Adam Reed	Adam Reed	05 Oct 2026	Root cause ✓
Customs clearance delays for Imported stock	Objective - Reduce order-to-delivery time	Supply	1-High	In progress	6 d	Ryan Cooper	Jacob Adams	06 Oct 2026	Root cause ✓

Issues

Edit issue

Cancel

Issue *

Delay in receiving warehouse racking quotation

Linked to

PRJ.05 · Warehouse expansion, phase 2

Category

Procurement

Priority

1-High

Status

Open

Due date

09/15/2026

Owner

Thomas Shaw

Assigned to

Jacob Adams

Notes

Two of three racking suppliers have quoted. The third asked for the floor-load survey; Jacob chasing weekly.

Delete

Save

Edit issue

Field	What to fill in	Example
Issue *	The problem.	Delay in receiving warehouse racking quotation
Linked to	The STRAP, a strategy, an objective, a KPI or a project. It then shows in that item's details.	PRJ.05 · Warehouse expansion, phase 2
Category	A short category (used in the charts and the Pareto).	Procurement
Priority	1-High, 2-Medium, 3-Low.	1-High
Status	Open, In progress, Resolved, Closed.	Open
Due date	When it must be solved; the list shows days overdue.	15 Sep 2026
Owner / Assigned to	Who is accountable / who works on it.	Thomas Shaw / Jacob Adams
Notes	Progress.	Two of three suppliers have quoted

Charts show issues by status, category and priority. Owners and assignees can update the status and notes of their issues. Urgent issues go on the review meeting agenda.

15.5 Risks

Control → **Risks** is the risk register.

OVERVIEW

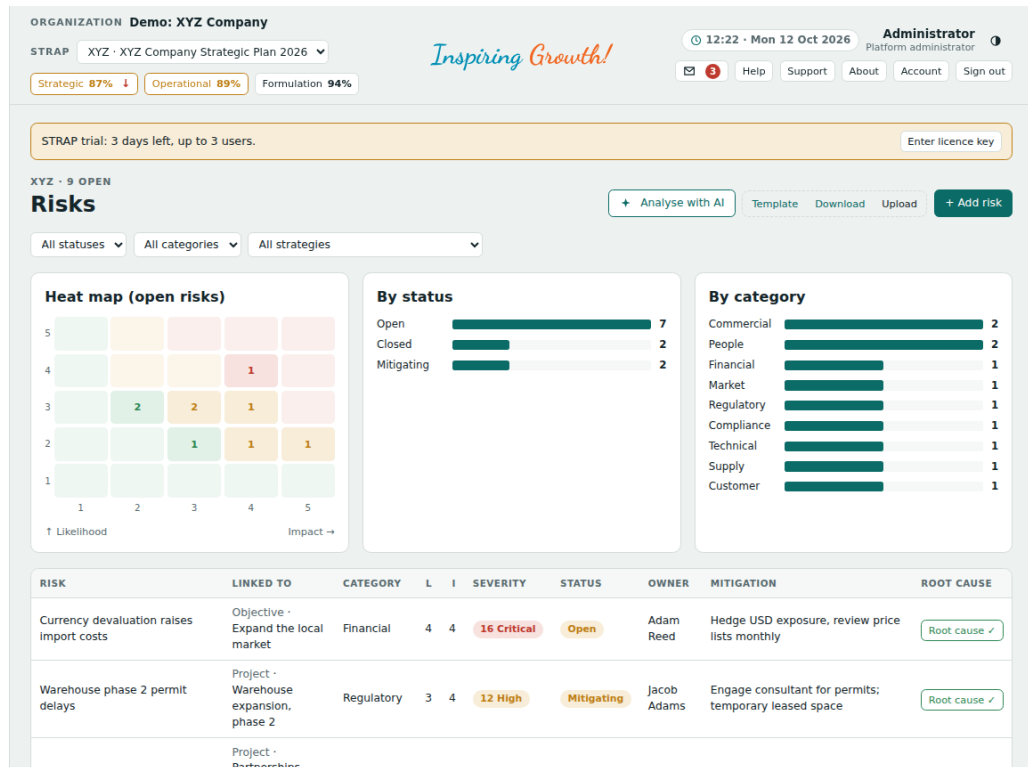
- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
 - KPIs
 - OKRs
 - Cascading
 - Projects & plan
 - Timeline (Gantt)
- CONTROL**
- Deviations & control
 - Root cause analysis



Risks

Edit risk

Cancel

Risk *

Currency devaluation raises import costs

Linked to

XYZ.1 · Expand the local market

Category

Financial

Status

Open

Likelihood (1-5)

4

Impact (1-5)

4

Owner

Adam Reed

Review date

11/05/2026

Mitigation plan

Hedge USD exposure, review price lists monthly

Delete

Save

Edit risk

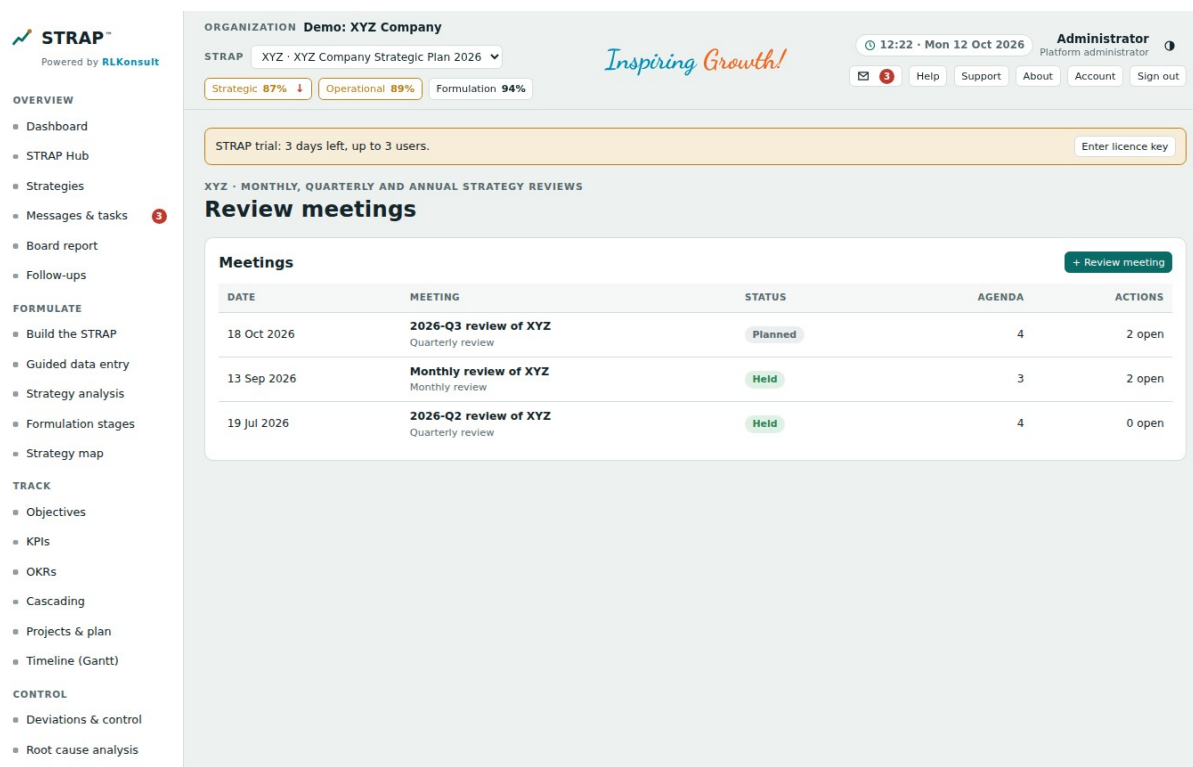
Field	What to fill in	Example
Risk *	What might go wrong.	Currency devaluation raises import costs
Linked to	What it threatens.	XYZ.1 · Expand the local market
Category	A short category.	Financial
Status	Open, Mitigating, Closed.	Open

Field	What to fill in	Example
Likelihood (1–5) / Impact (1–5)	How likely, how serious.	4 / 4
Owner	Who manages it.	Adam Reed
Review date	When to look at it again.	5 Nov 2026
Mitigation plan	What reduces it.	Hedge USD exposure, review price lists monthly

Severity = likelihood × impact: **15 and above critical, 8–14 high, below 8 low**. The **heat map** shows open risks by likelihood and impact. Risk owners can update the assessment and mitigation of their risks. High risks go on the review meeting agenda.

15.6 Review meetings

Control → **Review meetings** runs your monthly, quarterly and annual strategy reviews.



The screenshot shows the STRAP interface for 'XYZ Company'. The left sidebar lists navigation options: Overview (Dashboard, STRAP Hub, Strategies, Messages & tasks, Board report, Follow-ups), Formulate (Build the STRAP, Guided data entry, Strategy analysis, Formulation stages, Strategy map), Track (Objectives, KPIs, OKRs, Cascading, Projects & plan, Timeline (Gantt)), and Control (Deviations & control, Root cause analysis). The main content area is titled 'Review meetings' and displays a table of meetings. The table has columns for Date, Meeting, Status, Agenda, and Actions. The meetings listed are: 18 Oct 2026 (2026-Q3 review of XYZ, Quarterly review, Planned, 4 agenda items, 2 open actions), 13 Sep 2026 (Monthly review of XYZ, Monthly review, Held, 3 agenda items, 2 open actions), and 19 Jul 2026 (2026-Q2 review of XYZ, Quarterly review, Held, 4 agenda items, 0 open actions). A '+ Review meeting' button is in the top right of the table.

DATE	MEETING	STATUS	AGENDA	ACTIONS
18 Oct 2026	2026-Q3 review of XYZ Quarterly review	Planned	4	2 open
13 Sep 2026	Monthly review of XYZ Monthly review	Held	3	2 open
19 Jul 2026	2026-Q2 review of XYZ Quarterly review	Held	4	0 open

Review meetings

1. **+ Review meeting** prepares the agenda by itself: the KPIs at risk or off track, the projects late or at risk, the overdue corrective actions, the urgent issues and the high risks. Remove a point with ×.
2. Fill in the title, date, type (monthly, quarterly, annual review), status and attendees.
3. During the meeting, write the **discussion** and the **decision** for each point.
4. Add the **actions agreed** with an owner and a date. **To control plan** adds an action to Deviations & control; **Follow-up task** creates a task in Follow-ups.
5. **Save. Print minutes** prints the minutes, ready to share, with your organization's logo at the top (Part 6.2).

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks 3
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

ORGANIZATION **Demo: XYZ Company**

STRAP **XYZ · XYZ Company Strategic Plan 2026**

Strategic **87%** Operational **89%** Formulation **94%**
Inspiring Growth!

12:22 · Mon 12 Oct 2026

Administrator
Platform administrator

Help Support About Account Sign out

STRAP trial: 3 days left, up to 3 users.

Enter licence key

XYZ · MONTHLY, QUARTERLY AND ANNUAL STRATEGY REVIEWS

Review meetings

2026-Q3 review of XYZ

Print minutes Save Close

Title Date Type Status
2026-Q3 review of XYZ 10/18/2026 Quarterly review Planned

Attendees

Emma Carter, Kevin Foster, Laura Mitchell, Thomas Shaw, Natalie Ford, Hannah Miller, Simon Lewis, Megan Ellis, Adam Reed

Agenda

1. **KPI** KPI.2.2.1 New international brand agreements: 50% · Laura Mitchell ×

Discussion

Market plan sent to finance on 1 October.

Decision

Decide the volume bands.

2. **Project** PRJ.07 ISO 9001 certification: at risk · Hannah Miller ×

Discussion

Auditor training on 20 October; pre-audit 15 November.

Decision

Confirm the certification audit date.

3. **KPI** KPI.1.1.1 Local sales revenue (USD m): 91% (2026-Q3: 41 vs 45) · Henry Scott ×

Discussion

Two tenders moved to Q4.

Decision

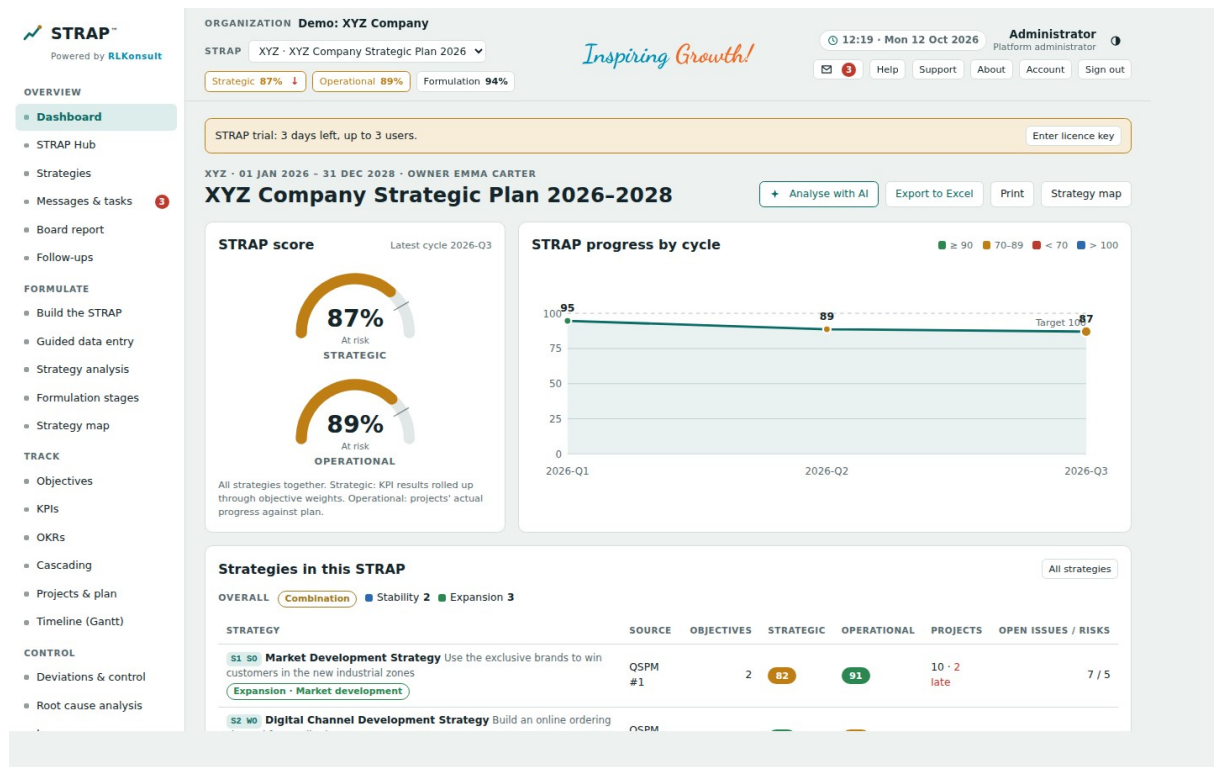
Approve the Q4 recovery plan (OKR-Q4-01).

An open review meeting

Part 16 – The dashboard and the board report

16.1 The dashboard

Overview → Dashboard is the one-page status of the open STRAP with all its strategies.



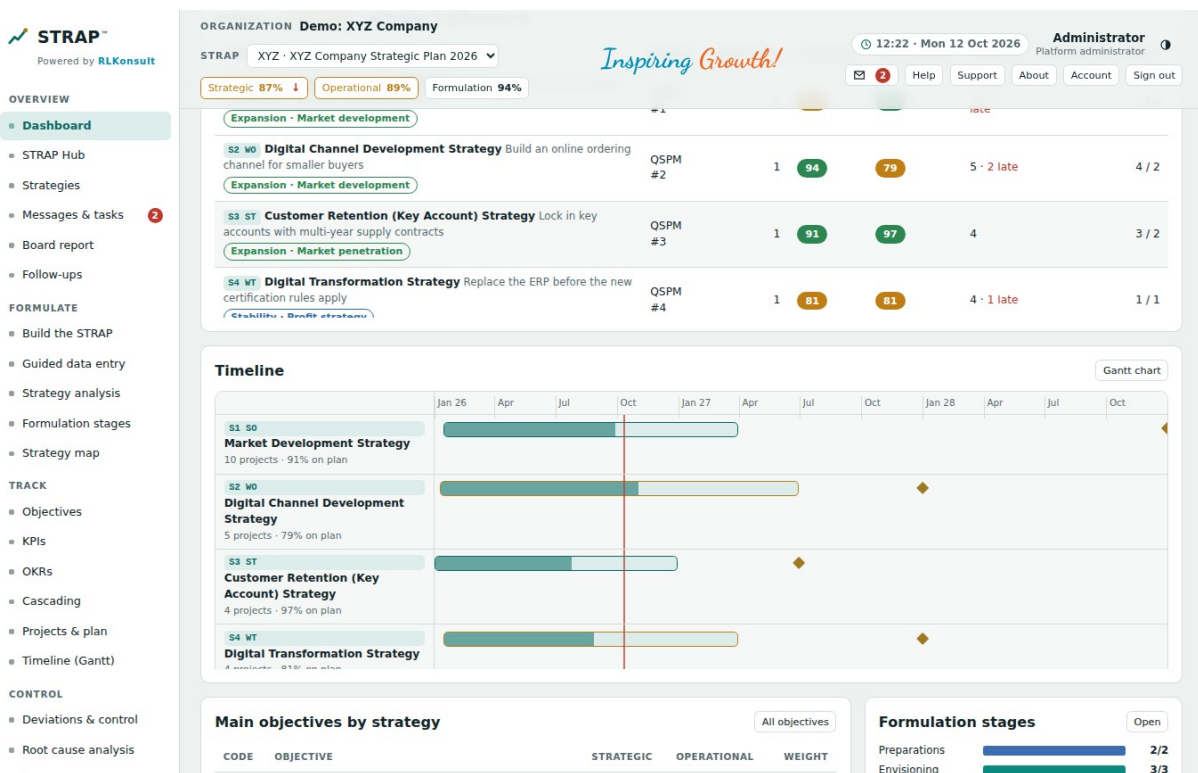
The dashboard

Box	What it shows
STRAP score	The strategic and operational score of the whole STRAP.
STRAP progress by cycle	The strategic score of each measurement cycle.
Strategies in this STRAP	Each strategy with its source (QSPM rank or added), objectives, strategic and operational score, projects, and open issues and risks. Click one to see its objectives.
Formulation stages	How many design steps of each stage are done.
Main objectives by strategy	The main objectives under their strategy, with each strategy's combined score. Objectives without a strategy are listed at the end.
Timeline	Each strategy on a small Gantt chart; Gantt chart opens the full one.
OKRs	This quarter's OKRs (or the latest quarter that has OKRs; pick another quarter in the list), with owners and progress.
KPI health, Projects, Issues and risks	Counts by colour and status.
Control plan	Corrective actions and their status.
Root cause analysis	Open problems without a confirmed root cause, fixes to check and fixes verified.

Box	What it shows
Budget	Budget against spent.
Due soon	What is due or overdue, with the person responsible.
Stakeholder performance	Everyone who owns KPIs, projects, actions, issues or OKRs, with their KPI score, project progress, late and ahead items, overdue actions and an overall result: Late , On track or Ahead .
Watchlist	All KPIs, lowest score first.
High-priority KPIs	The KPIs marked High priority.

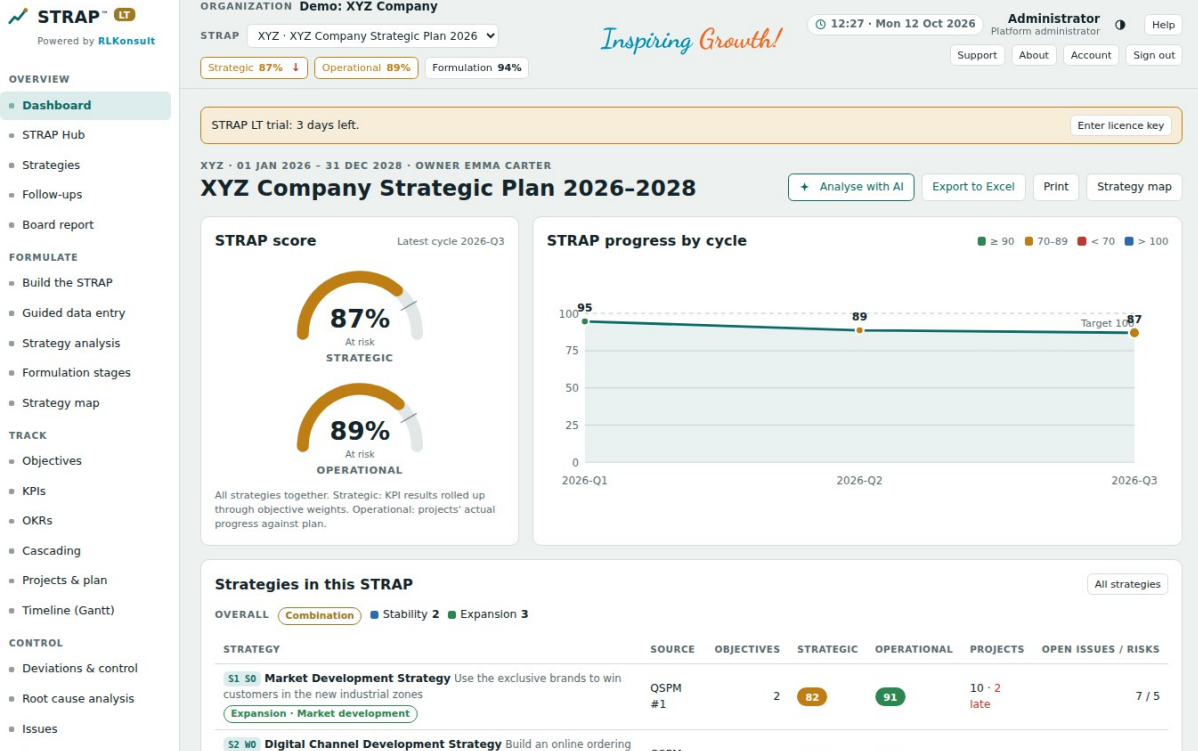
Boxes in a row have the same height; when a box holds more than fits, scroll inside it.

Button	What it does
Export to Excel	The whole STRAP in the template layout.
Print	A clean printable page (save as PDF from the print window).
Analyse with AI	A written review of the whole STRAP (Part 18).



Strategies on the dashboard

STRAP LT: the dashboard is the same.

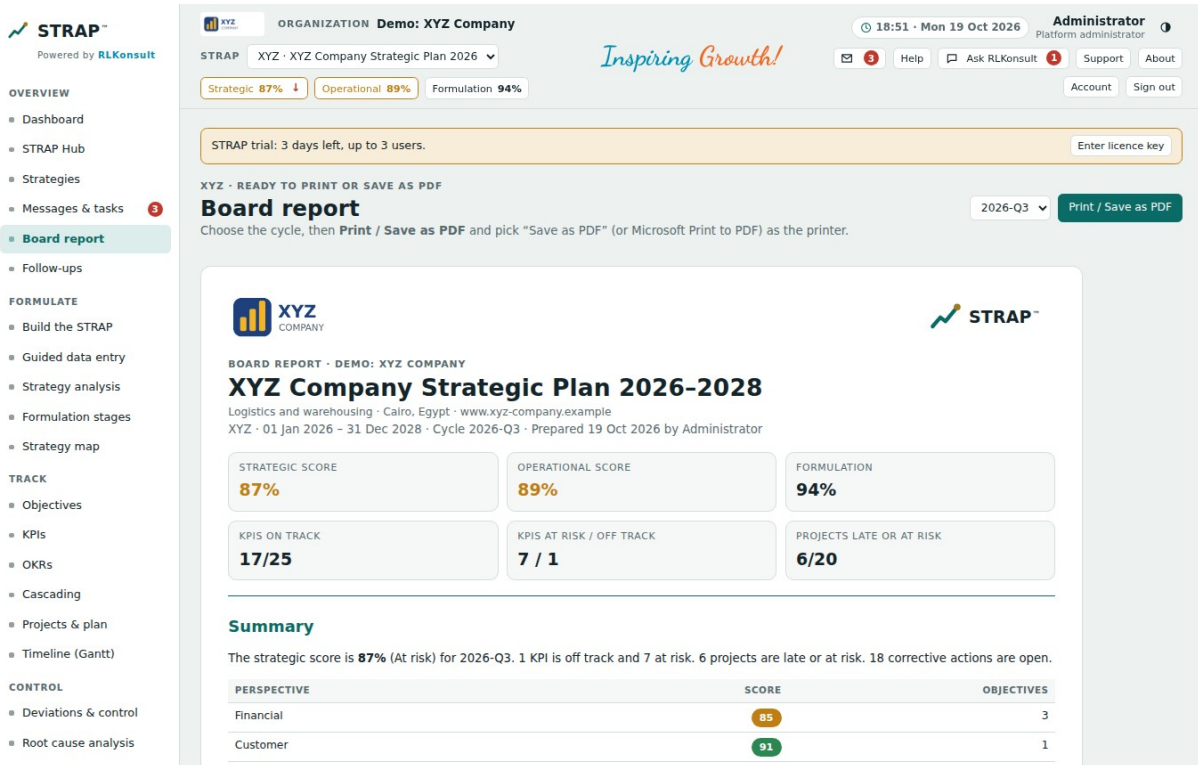


The STRAP LT dashboard

16.2 The board report

Overview → Board report builds a ready-to-print report of the open STRAP for your board or management team: the scores, a summary in plain words, the score by perspective and by cycle, every objective and KPI, what needs attention, the corrective actions and root causes, and the top risks and open issues.

The **cover** carries your organization's logo and details from the organization profile (Part 6.2); without a logo, the RLKonsult logo is used.



STRAP™
Powered by **RLKonsult**

ORGANIZATION **Demo: XYZ Company**

18:51 - Mon 19 Oct 2026 Administrator Platform administrator

STRAP XYZ · XYZ Company Strategic Plan 2026

Inspiring Growth!

Strategic 87% Operational 89% Formulation 94%

STRAP trial: 3 days left, up to 3 users. Enter licence key

XYZ · READY TO PRINT OR SAVE AS PDF

Board report 2026-Q3 Print / Save as PDF

Choose the cycle, then **Print / Save as PDF** and pick "Save as PDF" (or Microsoft Print to PDF) as the printer.

XYZ COMPANY

BOARD REPORT · DEMO: XYZ COMPANY

XYZ Company Strategic Plan 2026-2028

Logistics and warehousing · Cairo, Egypt · www.xyz-company.example

XYZ · 01 Jan 2026 - 31 Dec 2028 · Cycle 2026-Q3 · Prepared 19 Oct 2026 by Administrator

STRATEGIC SCORE **87%**

OPERATIONAL SCORE **89%**

FORMULATION **94%**

KPIs ON TRACK **17/25**

KPIs AT RISK / OFF TRACK **7 / 1**

PROJECTS LATE OR AT RISK **6/20**

Summary

The strategic score is **87%** (At risk) for 2026-Q3. 1 KPI is off track and 7 at risk. 6 projects are late or at risk. 18 corrective actions are open.

PERSPECTIVE	SCORE	OBJECTIVES
Financial	85	3
Customer	91	1

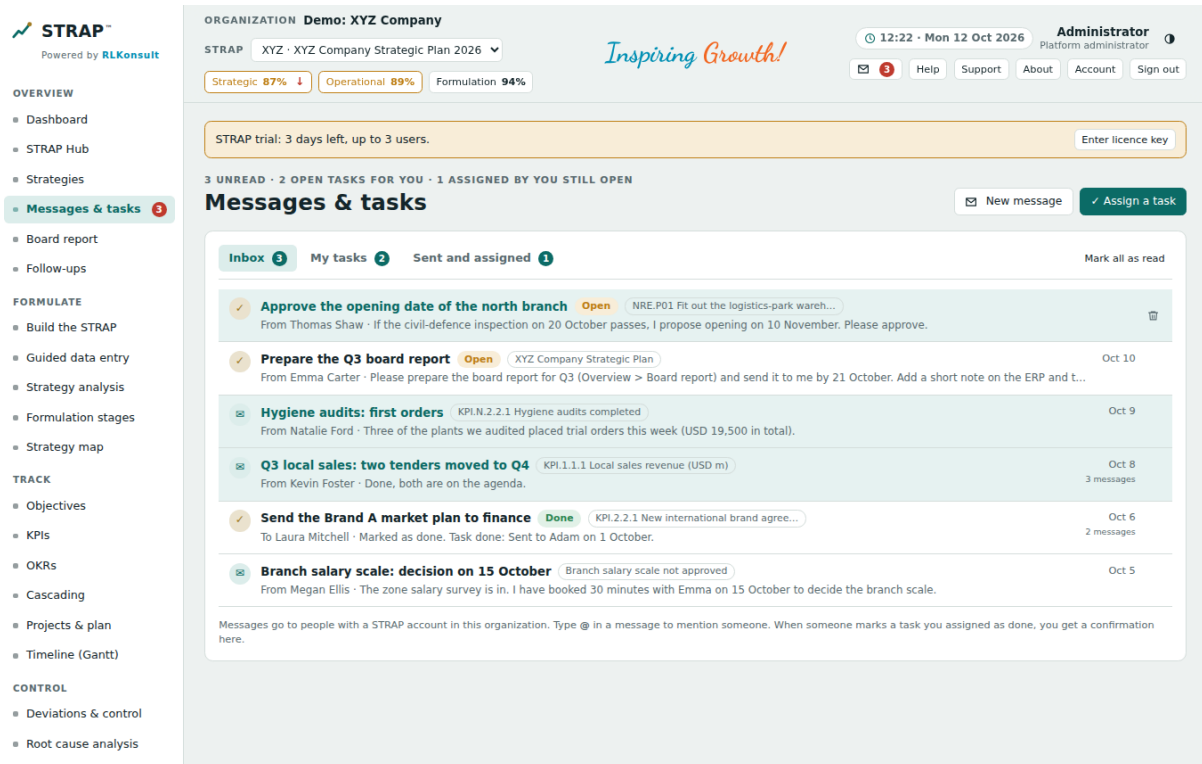
The board report

1. Choose the **cycle** at the top right.
2. Press **Print / Save as PDF** and choose **Save as PDF** (or Microsoft Print to PDF) as the printer.

Part 17 – Messages, tasks and follow-ups

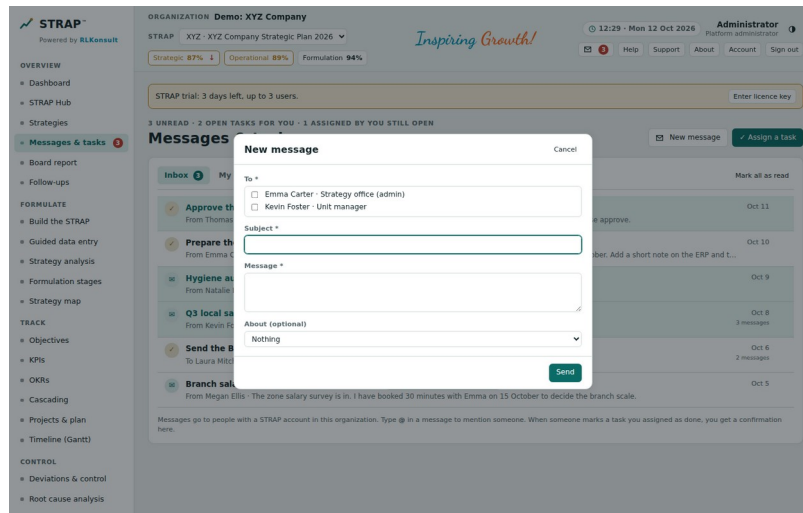
17.1 Messages & tasks (STRAP team edition)

Overview → Messages & tasks sends messages and assigns tasks to the people who use STRAP in this organization. The envelope in the top bar and the menu show how many messages you have not read.

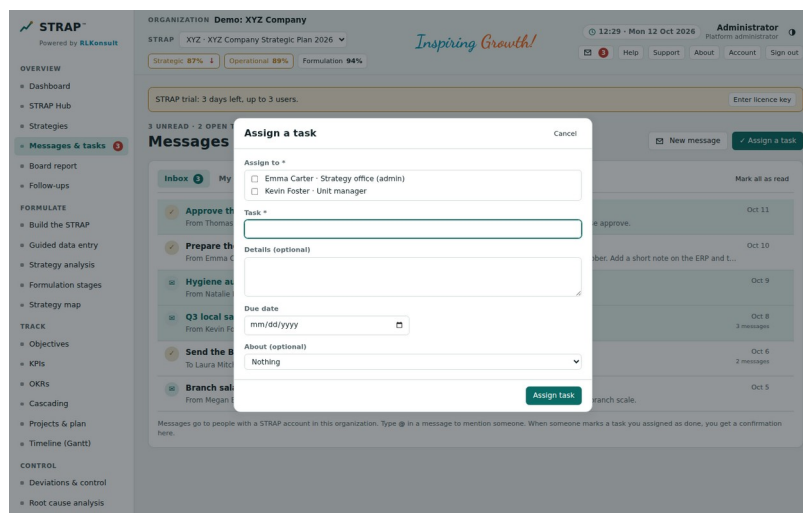


Messages & tasks

Tab or button	What it does
Inbox	Messages to you, newest first. Unread ones are bold; **@** marks a mention.
My tasks	Tasks assigned to you, with due dates; overdue ones are red.
Sent and assigned	What you sent, who has read it and which tasks are done.
New message	Tick one or more people, write a subject and the message, and optionally choose what it is about (an objective, KPI, project, OKR, issue or risk). The person can open that item with one click. Sent to several people, it is one conversation that all of them see.
Assign a task	The same, plus a due date.
Mark all as read	Clears the unread count.

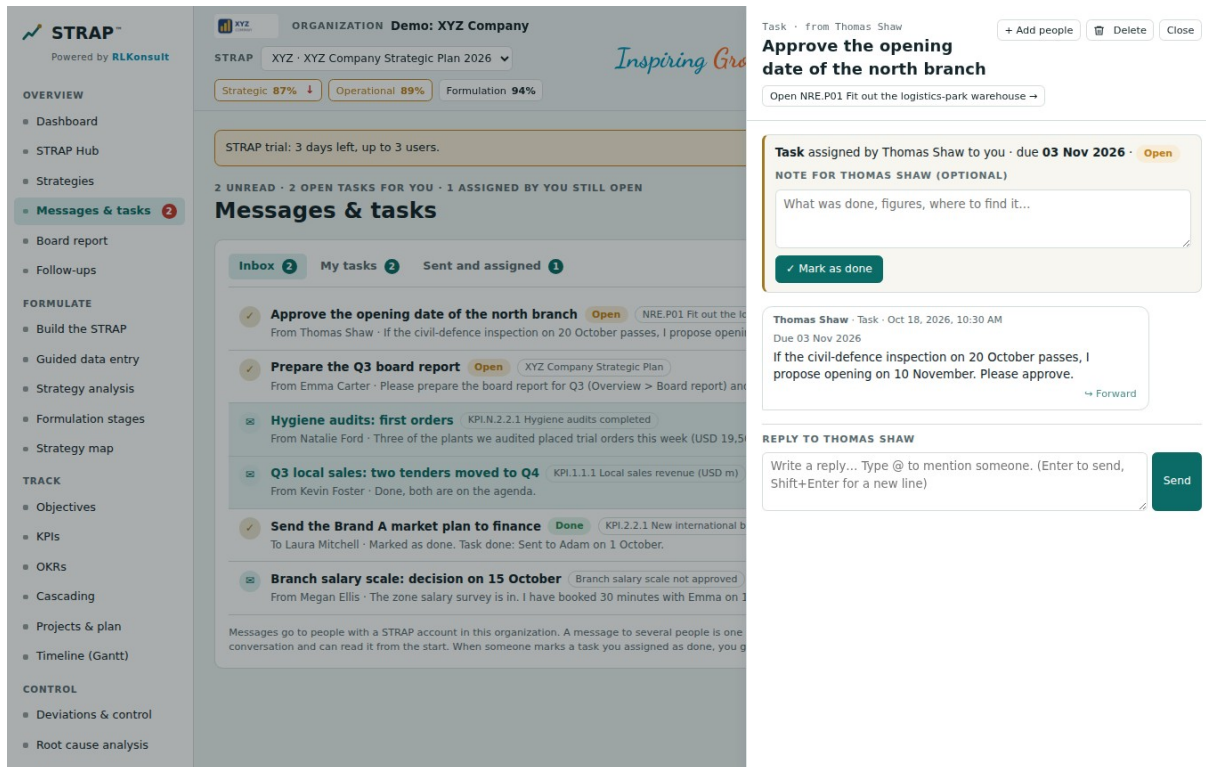


New message



Assign a task

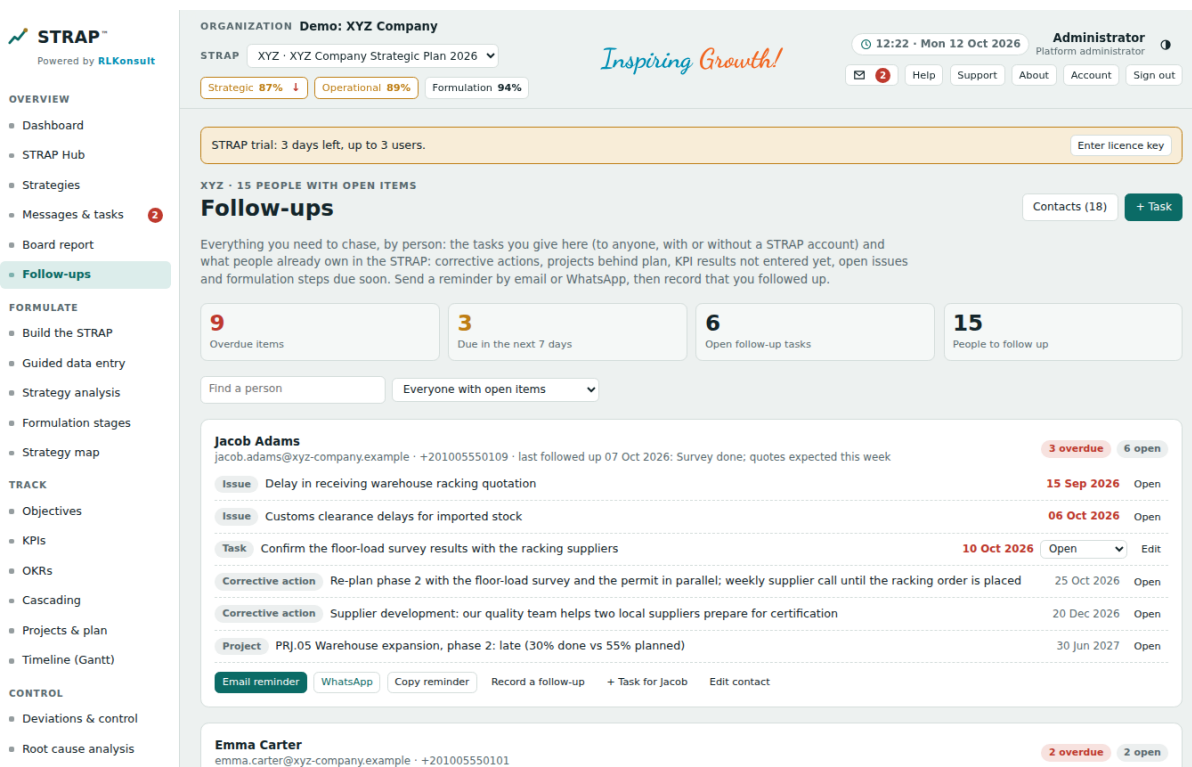
- **Reply:** every message opens as a conversation; type in the box at the bottom and press Enter. The reply goes to **everyone in the conversation**.
- **@mentions:** type @** and pick a person; they get a notification marked @, join the conversation** and can read it from the start.
- **+ Add people:** in an open conversation, brings people in without writing a message. They see the whole conversation, also what was said before.
- **Leave:** takes you out of a conversation. The others carry on without you.
- **Forward:** under any message,  **Forward**, choose the people and add a note.
- **Mark as done:** the person who received a task opens it, adds a note if useful and clicks **Mark as done**. The sender is told at once, with the note, and can **Reopen** it.
- **Delete a conversation:** the bin icon on a row, or **Delete** in an open conversation. It is removed from your own list only; if someone writes in it again, it comes back.
- On an objective, KPI or project, **Message the owner** and **Assign a task** fill in the owner and the item for you. The owner must have a STRAP account with exactly the same name.



An open conversation

17.2 Follow-ups

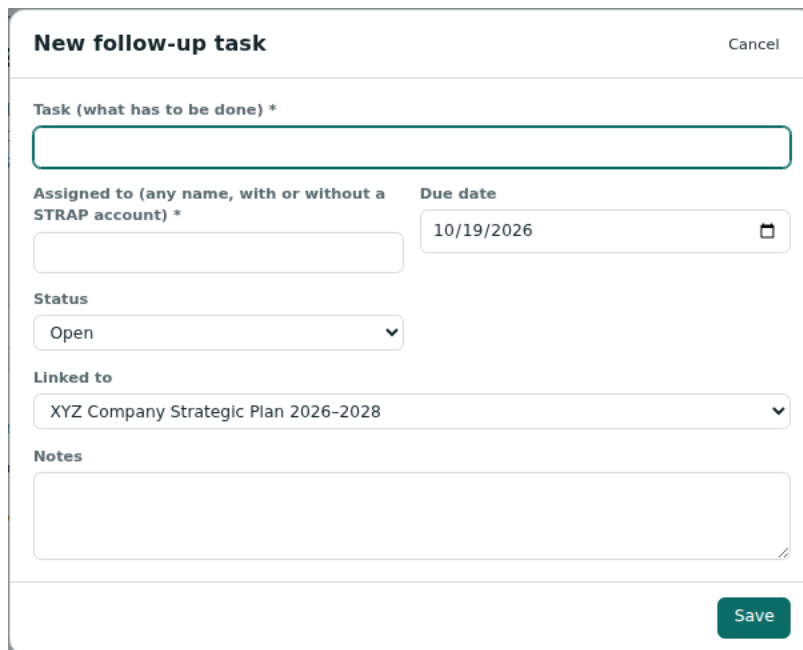
Overview → **Follow-ups** lists everything you need to chase, **by person**, including people who have no STRAP account.



Follow-ups

Each person's card lists:

- **Tasks you give here: + Task** (or **+ Task for ...** on a card): what, who (any name), due date, status and what it is linked to. Change the status (Open, In progress, Done) in the list.
- **What people already own in the STRAP:** open corrective actions, projects late or at risk, KPI results not entered for a finished period, open issues, and formulation steps due within 14 days.



A follow-up task

The counters at the top show the overdue items, the items due in the next 7 days, the open follow-up tasks and the people to follow up. Find a person with the search box, or choose **Only people with overdue items**.

Button on a person	What it does
Email reminder	Opens your email program with a ready-written message listing that person's open items and due dates.
WhatsApp	Opens WhatsApp with the same text (needs a mobile number in Contacts).
Copy reminder	Copies the text for Teams or anything else.
Record a follow-up	Saves the date and what they said, so you see who has not answered.
Edit contact	Their email and mobile.

STRAP notes the date you followed up on each card.

17.3 Contacts

Follow-ups → Contacts keeps the email and mobile of each person you follow up.

ORGANIZATION Demo: XYZ Company

STRAP | XYZ - XYZ Company Strategic Plan 2026

Strategic 87%

Operational 89%

Formulation 94%

Inspiring Growth!

12:22 - Mon 12 Oct 2026

Administrator

Platform administrator

Help

Support

About

Account

Sign out

STRAP trial: 3 days left, up to 3 users. [Enter licence key](#)

PEOPLE YOU FOLLOW UP (THEY DO NOT NEED A STRAP ACCOUNT)

Back to follow-ups

+ Contact

CONTACTS

NAME	EMAIL	MOBILE / WHATSAPP	ROLE OR UNIT	LAST FOLLOW-UP	
Adam Reed	adam.reed@xyz-company.example	+201005550116	Finance Manager	05 Oct 2026 - Vendor meeting booked	Edit
Alan Hughes	alan.hughes@xyz-company.example	+201005550113	Quality Control Manager	-	Edit
Diana Hall	diana.hall@xyz-company.example	+201005550105	Marketing Manager	-	Edit
Emma Carter	emma.carter@xyz-company.example	+201005550101	Chief Executive Officer	-	Edit
Hannah Miller	hannah.miller@xyz-company.example	+201005550112	Compliance Manager	03 Oct 2026 - Pre-audit date proposed	Edit
Henry Scott	henry.scott@xyz-company.example	+201005550103	Local Sales Manager	06 Oct 2026 - Forecast promised for 10 October	Edit
Jacob Adams	jacob.adams@xyz-company.example	+201005550109	Supply Manager	07 Oct 2026 - Survey done; quotes expected this week	Edit
Kevin Foster	kevin.foster@xyz-company.example	+201005550102	Sales Director	07 Oct 2026 - Fourth anchor customer signed	Edit
Laura Mitchell	laura.mitchell@xyz-company.example	+201005550104	International Sales Manager	06 Oct 2026 - Plan sent to finance	Edit
Megan Ellis	megan.ellis@xyz-company.example	+201005550115	Personnel Manager	04 Oct 2026 - Salary survey received	Edit
Natalie Ford	natalie.ford@xyz-company.example	+201005550111	Quality Director	-	Edit

Contacts

Edit contact

Cancel

Name (as used for owners) *

Henry Scott

Email

henry.scott@xyz-company.example

Mobile / WhatsApp (with country code, e.g. +201001234567)

+201005550103

Role or unit

Local Sales Manager

Delete

Save

Contact

Field	What to fill in	Example
Name *	Exactly as used for owners.	Henry Scott
Email	Used by Email reminder and the automatic email reminders.	henry.scott@xyz-company.example
Mobile / WhatsApp	With the country code.	+201001234567
Role or unit	For your reference.	Local Sales manager

STRAP LT: Follow-ups and Contacts take the place of Messages & tasks. Owners do not need an account: type their names on your items and chase them by email or WhatsApp.

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis
- Issues

ORGANIZATION Demo: XYZ Company

STRAP XYZ · XYZ Company Strategic Plan 2026

Inspiring Growth!

12:27 · Mon 12 Oct 2026

Administrator

Platform administrator

Help

Support

About

Account

Sign out

Strategic 87% Operational 89% Formulation 94%

STRAP LT trial: 3 days left.

Enter licence key

XYZ · 15 PEOPLE WITH OPEN ITEMS

Follow-ups

Contacts (18)

+ Task

Everything you need to chase, by person: the tasks you give here (to anyone, with or without a STRAP account) and what people already own in the STRAP: corrective actions, projects behind plan, KPI results not entered yet, open issues and formulation steps due soon. Send a reminder by email or WhatsApp, then record that you followed up.

9

Overdue items

3

Due in the next 7 days

6

Open follow-up tasks

15

People to follow up

Find a person

Everyone with open items

Jacob Adams

jacob.adams@xyz-company.example · +201005550109 · last followed up 07 Oct 2026: Survey done; quotes expected this week

3 overdue

6 open

Issue Delay in receiving warehouse racking quotation

15 Sep 2026

Open

Issue Customs clearance delays for imported stock

06 Oct 2026

Open

Task Confirm the floor-load survey results with the racking suppliers

10 Oct 2026

Open

Edit

Corrective action Re-plan phase 2 with the floor-load survey and the permit in parallel; weekly supplier call until the racking order is placed

25 Oct 2026

Open

Corrective action Supplier development: our quality team helps two local suppliers prepare for certification

20 Dec 2026

Open

Project PRJ.05 Warehouse expansion, phase 2: late (30% done vs 55% planned)

30 Jun 2027

Open

Email reminder

WhatsApp

Copy reminder

Record a follow-up

+ Task for Jacob

Edit contact

Emma Carter

emma.carter@xyz-company.example · +201005550101

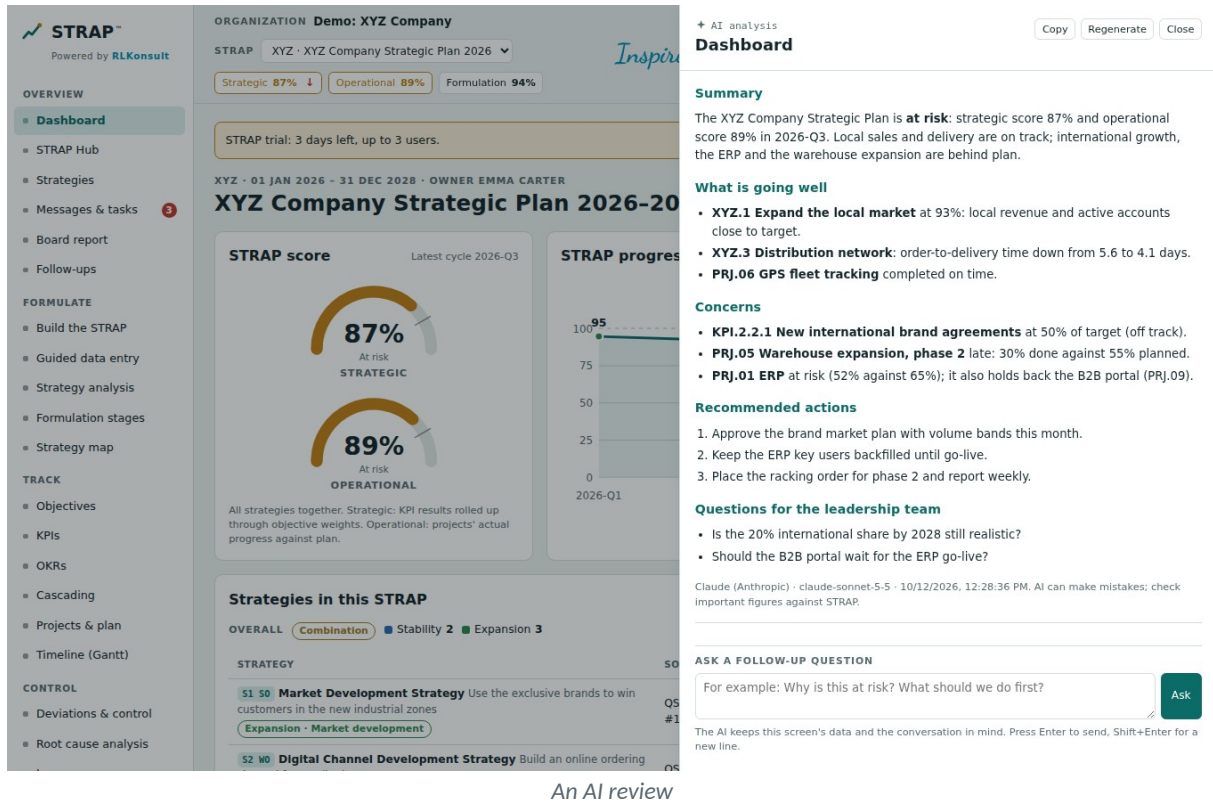
2 overdue

2 open

Follow-ups in STRAP LT

Part 18 – AI analysis and AI chat

Analyse with AI (on the dashboard, every strategy screen, each analysis step, and the details of each objective, KPI, OKR and project) sends a summary of what is on that screen to the AI service and returns a review: a summary, what is going well, concerns with codes and numbers, recommended actions and questions for leadership.



AI analysis Dashboard

Summary

The XYZ Company Strategic Plan is **at risk**: strategic score 87% and operational score 89% in 2026-Q3. Local sales and delivery are on track; international growth, the ERP and the warehouse expansion are behind plan.

What is going well

- XYZ.1 Expand the local market** at 93%: local revenue and active accounts close to target.
- XYZ.3 Distribution network**: order-to-delivery time down from 5.6 to 4.1 days.
- PRJ.06 GPS fleet tracking** completed on time.

Concerns

- KPI.2.2.1 New international brand agreements** at 50% of target (off track).
- PRJ.05 Warehouse expansion, phase 2** late: 30% done against 55% planned.
- PRJ.01 ERP** at risk (52% against 65%); it also holds back the B2B portal (PRJ.09).

Recommended actions

- Approve the brand market plan with volume bands this month.
- Keep the ERP key users backfilled until go-live.
- Place the racking order for phase 2 and report weekly.

Questions for the leadership team

- Is the 20% international share by 2028 still realistic?
- Should the B2B portal wait for the ERP go-live?

Claude (Anthropic) · claude-sonnet-5.5 · 10/12/2026, 12:28:36 PM. AI can make mistakes; check important figures against STRAP.

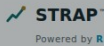
ASK A FOLLOW-UP QUESTION

For example: Why is this at risk? What should we do first?

The AI keeps this screen's data and the conversation in mind. Press Enter to send, Shift+Enter for a new line.

An AI review

- **Follow-up questions:** under the review, type a question (for example *Why is NIS.2 at risk?* or *What should we do first?*) and press Enter. The AI keeps the screen's data and the conversation in mind. **Start a new chat** clears the questions; closing the panel ends the chat.
- **AI in the analysis:** each analysis step has its own AI button (Part 9). **Make SMART with AI** drafts SMART fields; **Suggest with AI** proposes deviations and corrective actions; **Suggest possible causes with AI** helps a root cause analysis.
- **AI in Help:** with AI set up, you can ask a question about STRAP in your own words in the Help panel.



Powered by **RLKonsult**

ORGANIZATION **Demo: XYZ Company**

STRAP | XYZ · XYZ Company Strategic Plan 2026

Strategic: **87%** Operational: **89%** Formulation: **94%**

STRAP trial: 3 days left, up to 3 users.

XYZ · 01 JAN 2026 - 31 DEC 2028 · OWNER EMMA CARTER

XYZ Company Strategic Plan 2026-2028

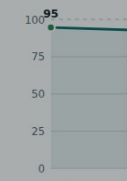
STRAP score Latest cycle 2026-Q3

87% At risk **STRATEGIC**

89% At risk **OPERATIONAL**

All strategies together. Strategic: KPI results rolled up through objective weights. Operational: projects' actual progress against plan.

STRAP progress



Strategies in this STRAP

OVERALL **Combination** Stability **2** Expansion **3**

STRATEGY

S1 S0 Market Development Strategy Use the exclusive brands to win customers in the new industrial zones

Expansion · Market development

S2 M0 Digital Channel Development Strategy Build an online ordering

AI analysis

Dashboard

What is going well

- XYZ.1 Expand the local market** at 93%; local revenue and active accounts close to target.
- XYZ.3 Distribution network:** order-to-delivery time down from 5.6 to 4.1 days.
- PRJ.06 GPS fleet tracking** completed on time.

Concerns

- KPI.2.2.1 New international brand agreements** at 50% of target (off track).
- PRJ.05 Warehouse expansion, phase 2** late: 30% done against 55% planned.
- PRJ.01 ERP** at risk (52% against 65%); it also holds back the B2B portal (PRJ.09).

Recommended actions

- Approve the brand market plan with volume bands this month.
- Keep the ERP key users backfilled until go-live.
- Place the racking order for phase 2 and report weekly.

Questions for the leadership team

- Is the 20% international share by 2028 still realistic?
- Should the B2B portal wait for the ERP go-live?

Claude (Anthropic) · claude-sonnet-5-5 · 10/12/2026, 12:28:36 PM. AI can make mistakes; check important figures against STRAP.

What should we do first?

Start with **PRJ.01 ERP**: it is the bottleneck for three other items (the B2B portal, automated reporting and the north branch invoicing). Keeping the six key users backfilled until go-live is the action with the biggest effect.

Second, approve the **brand market plan** so KPI.2.2.1 can recover in Q4.

ASK A FOLLOW-UP QUESTION

Ask another question...

The AI keeps this screen's data and the conversation in mind. [Start a new chat](#)

Asking follow-up questions

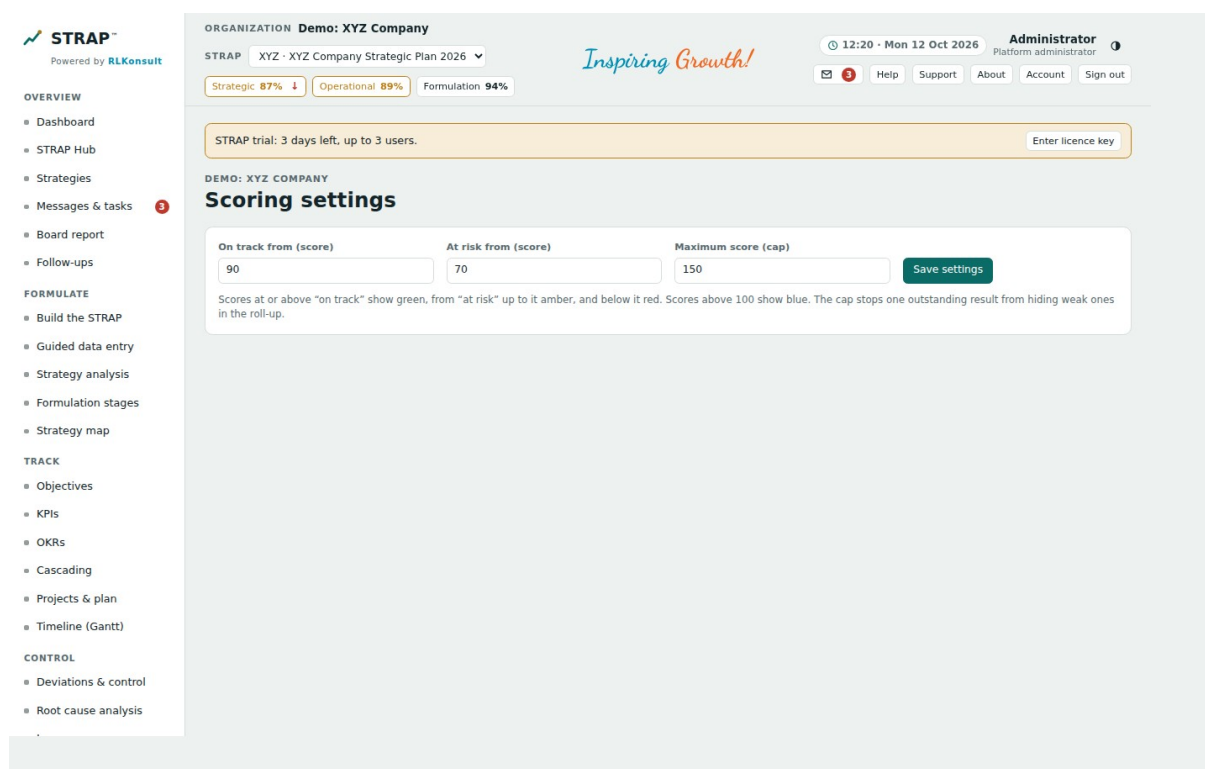
AI is set up by the platform administrator under **Admin → AI settings** (Part 19.3), with your own key from Claude, ChatGPT or Gemini. Nothing is sent until someone clicks an AI button. Usage is billed to your account with that provider. AI can make mistakes: check important figures.

Part 19 – Administration

The **Admin** menu sets STRAP up. Most pages are for the strategy office; Organizations, Customer copies, Backup & restore and Support tickets are for the platform administrator. The organization profile and logo are on Scoring settings (Part 6.2). Admin → Users and Organizations are in Part 6; Import from Excel in Part 7.4; Appearance in Part 3.7.

19.1 Scoring settings

Admin → Scoring settings (strategy office) sets the colour limits for the organization.



Scoring settings

Setting	Default	Meaning
On track from (score)	90	Scores at or above it are green (above 100 blue).
At risk from (score)	70	Scores from it up to <i>On track</i> are amber; below it red.
Maximum score (cap)	150	No single score counts for more, so one outstanding result does not hide weak ones in the roll-up.

Click **Save settings**. Every colour in the organization changes at once, including project status and OKR markers that use the bands.

19.2 Change history and undo

Admin → Change history lists every change, newest first, in plain words (for example *Owner: Henry Scott → Temp Owner, Corrective action added: ..., EFAS: 2 factors added*). Filter by record type; **Load older changes** goes further back. Each details panel also has its own **Change history** button.

ORGANIZATION Demo: XYZ Company

STRAP XYZ - XYZ Company Strategic Plan 2026

Strategic 87%

Operational 89%

Formulation 94%

Inspiring Growth!

12:20 - Mon 12 Oct 2026

Administrator Platform administrator

Help

Support

About

Account

Sign out

STRAP trial: 3 days left, up to 3 users. Enter licence key

DEMO: XYZ COMPANY - EVERY CHANGE, NEWEST FIRST

Change history

Click a change to see it in full, before and after. From there you can open the item, **undo the change** or **restore that version**. Anything deleted or undone has a **Bring back** button. Every undo is recorded here too, so it can be undone.

All record types

All changes

WHEN	WHO	ACTION	TYPE	ITEM	WHAT CHANGED
12 Oct 2026, 12:19	Administrator	Created	User	Kevin Foster	User added: Kevin Foster
12 Oct 2026, 12:19	Administrator	Created	User	Emma Carter	User added: Emma Carter
12 Oct 2026, 12:18	Administrator	Imported	-	Demo data loaded	Demo data loaded
11 Oct 2026, 13:00	Oliver Nash	Created	Issue	North stock not yet visible on the portal	Issue added: North stock not yet visible on the portal
06 Oct 2026, 15:41	Diana Hall	Created	Issue	Zone customer event postponed	Issue added: Zone customer event postponed
05 Oct 2026, 17:52	Laura Mitchell	Updated	KPI	Hygiene range sales (USD k)	2026-Q3 actual: - → 110
05 Oct 2026, 17:25	Ryan Cooper	Updated	KPI	On-time delivery rate	2026-Q3 actual: - → 95
05 Oct 2026, 17:13	Thomas Shaw	Updated	KPI	Orders delivered complete and on time	2026-Q3 actual: - → 89
05 Oct 2026, 17:10	Emma Carter	Updated	KPI	Branch milestones met on time	2026-Q3 actual: - → 86
05 Oct 2026, 17:10	Ryan Cooper	Updated	KPI	On-time delivery rate in the north	2026-Q3 actual: - → 93
05 Oct 2026, 16:42	Ryan Cooper	Updated	KPI	Average delivery time in the north (days)	2026-Q3 actual: - → 1.5
05 Oct 2026, 16:36	Megan Ellis	Updated	KPI	Voluntary turnover	2026-Q3 actual: - → 4

Change history

Click a change to see it in full, with the values **before and after**:

ORGANIZATION Demo: XYZ Company

STRAP XYZ - XYZ Company Strategic Plan 2026

Strategic 87%

Operational 89%

Formulation 94%

Inspiring Growth!

12:20 - Mon 12 Oct 2026

Administrator Platform administrator

Help

Support

About

Account

Sign out

STRAP trial: 3 days left, up to 3 users. Enter licence key

DEMO: XYZ COMPANY - EVERY CHANGE, NEWEST FIRST

Change history

Click a change to see it in full, before and after. From there you can open the item, **undo the change** or **restore that version**. Anything deleted or undone has a **Bring back** button. Every undo is recorded here too, so it can be undone.

All record types

All changes

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05 Oct 2026, 16:36	Megan Ellis	Updated	KPI	Voluntary turnover	2026-Q3 actual: - → 4

12 OCT 2026, 12:19 - ADMINISTRATOR

Created User: Kevin Foster

Close

What changed

- User added: Kevin Foster

Details

FIELD	VALUE
NAME	Kevin Foster
EMAIL	kevin.foster@xyz-company.example
ROLE	manager

Show me

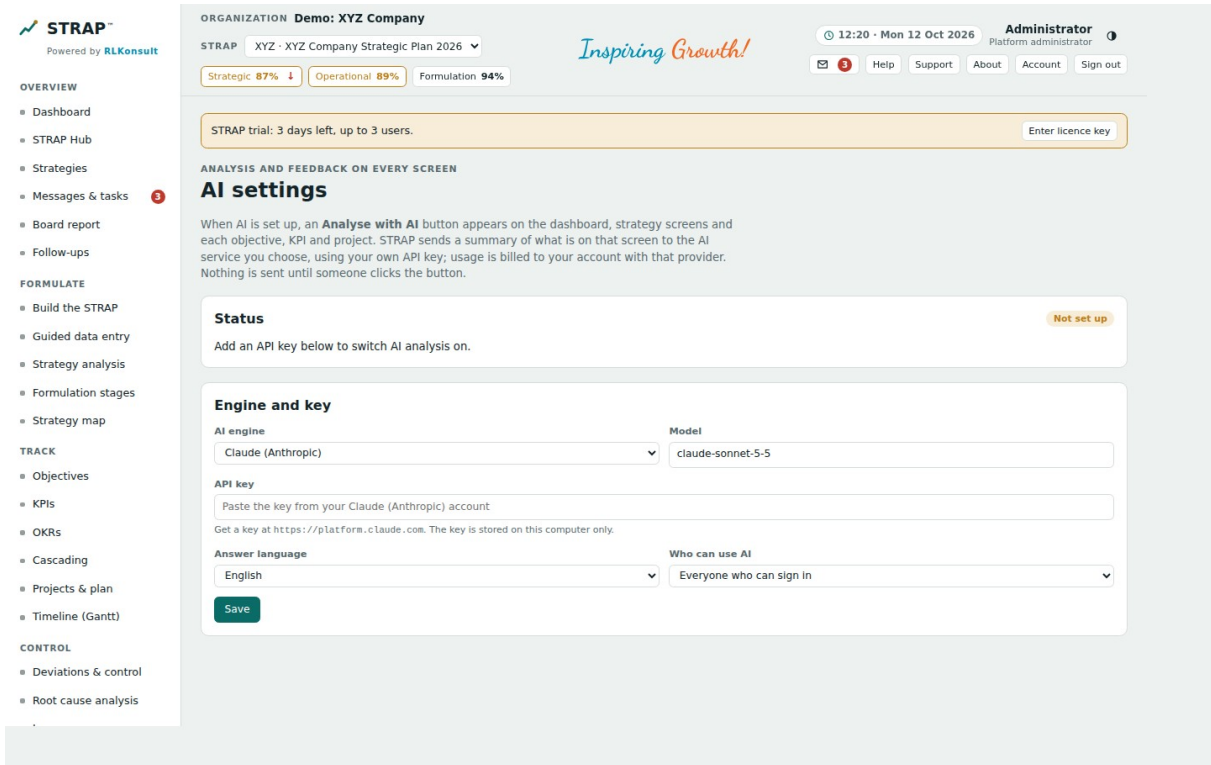
A change in detail

Button	What it does
Show me	Opens the item (the KPI, objective, project, issue, risk, analysis step or control plan).
Undo this change	Puts the item back as it was before (an added item is removed, a deleted item comes back).
Restore this version	Brings the item back to how it looked right after that change.
Bring it back as it was	For a removed item: restores its latest version with all its work. A STRAP comes back with its objectives, KPIs and projects.

If the same item was changed again later, STRAP lists those later changes and asks you to confirm, because the undo replaces them too. Every undo and restore is recorded as well, so it can itself be undone. Only the strategy office can undo. Users, passwords and licences are not undone from here.

19.3 AI settings

Admin → AI settings (platform administrator).



AI settings

1. **AI engine:** Claude (Anthropic), ChatGPT (OpenAI) or Gemini (Google). The **Model** is filled in for you.
2. **API key:** paste your own key from that provider's website. It is stored on this computer only.
3. **Answer language:** English or Arabic.
4. **Who can use AI:** everyone who can sign in, or a narrower group.
5. **Save**, then **Test connection**. The **Status** box shows whether AI is on.

Usage is billed to your account with the provider. Nothing is sent until someone clicks an AI button.

19.4 Licence and updates

Admin → Licence shows the edition, the licence status, the number of users in use and allowed, the end date (annual licences), and this computer's **machine code**, with **Copy** and **Enter a licence key** (Part 2.7). **Move my licence to another computer** (when licensed) and **Move a licence to this computer** (otherwise) move the licence between computers with RLKonsult (Part 2.9). The **Updates** box shows your version and the latest version, with **Check now** and **Download** (Part 2.8). New versions are found by themselves as soon as STRAP opens, so Check now is rarely needed. On a computer connected to a server STRAP, this page shows the server's licence.

19.5 Email & reminders

Admin → Email & reminders (strategy office) emails each owner a short list of what is late or due soon.

ORGANIZATION Demo: XYZ Company

STRAP NRE · XYZ Company North Region Expar

Strategic 97%

Operational 96%

Formulation 100%

Inspiring Growth!

12:45 · Mon 12 Oct 2026

Administrator Platform administrator

Help

Support

About

Account

Sign out

STRAP trial: 3 days left, up to 3 users. Enter licence key

STRAP EMAILS EACH OWNER A SHORT LIST OF WHAT IS LATE OR DUE SOON

Email & reminders

Email server Not set up

Your organization's own email account sends the reminders. Ask your IT for these details. Microsoft 365: server smtp.office365.com, port 587. Gmail / Google Workspace: smtp.gmail.com, port 587, with an app password.

Server smtp.office365.com

Port 587

User strap@yourcompany.com

Password

Send from (optional) the user above

Sender name STRAP

Link to STRAP in the emails (optional) http://192.168.1.20:3000

The address colleagues use to open STRAP.

Save

emma.carter@xyz-company.ex

Send a test email

Reminders Off

☐ Send reminders automatically

How often Every week

Day Monday

From 08:00

Include items due within (days) 7

☒ KPI results to enter

☒ Corrective actions and meeting actions

☒ Projects past their end date

☒ Follow-up tasks

☒ Issues

STRAP must be running at that time (it checks every 15 minutes). Owners are matched by name to Users and to Contacts (Follow-ups) to find their email.

Email & reminders

Email server (entered once, by the main administrator): ask your IT for these details.

Field	Example
Server / Port	Microsoft 365: smtp.office365.com, 587. Gmail / Google Workspace: smtp.gmail.com, 587, with an app password.
User / Password	The email account that sends the reminders.
Send from (optional) / Sender name	The address and name shown to the receiver.
Link to STRAP in the emails (optional)	The address colleagues use to open STRAP, for example http://192.168.1.20:3000.

Type your own address and click **Send a test email**: the test uses what is typed, even before you click **Save**. When the test arrives, click **Save**. If the server refuses, the message under the button says why and what to change, for example: switch on **Authenticated SMTP** for the mailbox in Microsoft 365, use an **app password** (Gmail, or Microsoft 365 with two-step sign-in), or use **port 587** when port 465 is blocked.

Reminders: tick **Send reminders automatically**, choose **every week** (and the day) or **every day**, the time, and **Include items due within (days)**. Choose what to include: KPI results to enter, corrective actions and meeting actions, projects past their end date, follow-up tasks, issues.

Who would get a reminder today shows exactly what would be sent. Tick the people to remind (the box at the top ticks or unticks everyone) and click **Send now to the people ticked**; the result stays under the button. Owners are matched by name to Users and to Contacts to find their email; people without an email get nothing. Reminders are sent only while STRAP is running.

The reminder pop-up. When STRAP opens, and every 30 minutes while it is open, the strategy office sees a pop-up of everything that is **late** or **due soon**, by person, with the first items of each. Tick the people to remind (everyone with an email is ticked at first; the box at the top ticks or unticks everyone) and click **Send to ... selected** (or **Set up e-mail to send them** when the email server is not set up yet). The result stays in the pop-up:

RLKonsult · Inspiring Growth!
www.linkedin.com/company/rlkonsult

info@RLKonsult.com
Designed and developed by Dr. Walid Nagy

Page 108 of 124
Version 1.12.24

who got the email, who has no email address, and why a send failed. **Later** waits 4 hours, **Not today** waits until tomorrow. Everyone else sees a pop-up with **their own** late and soon-due items. At the bottom of **Email & reminders**, **Show me the reminder pop-up** turns it on or off and **Show it now** opens it at once.

Reminders due

10 people have **8 late** and **7 due soon**.

☒ PERSON	LATE	SOON	FIRST ITEMS
☒ Adam Reed	1		Issue: ERP data migration of customer master incomplete · late 07 Oct 2026
☒ Alan Hughes	1		Issue: Q3 complaint data not yet validated · late 12 Oct 2026
☐ Diana Hall	1		Issue: Unrealistic go-live date for B2B portal · late 27 Sep 2026
☐ Henry Scott		1	Task: Send the Q3 sales forecast by key account · due 17 Oct 2026
☐ Jacob Adams	3	1	- Issue: Delay in receiving warehouse racking quotation · late 17 Sep 2026 - Issue: Customs clearance delays for imported stock · late 08 Oct 2026 - Task: Confirm the floor-load survey results with the racking suppliers · late 12 Oct 2026
☐ Kevin Foster		1	Issue: Brand partner requests exclusivity

Automatic reminders are off.

Not today
Later
Email & reminders
Send to 2 selected

The reminder pop-up

19.6 Customer copies (STRAP team edition)

On the server that hosts your customers, **Admin → Customer copies** (platform administrator, main STRAP only) runs a **separate STRAP for each customer**: its own database, users, licence or trial, backups and **web address**. Customers never see this page or each other.

STRAP trial: 3 days left, up to 3 users.
Enter licence key

ONE SEPARATE STRAP FOR EACH CUSTOMER, ON THIS COMPUTER

Customer copies

Each customer copy is a complete STRAP of its own: its own database, users, licence, backups and web address. They start and stop together with this (main) STRAP. Customers never see this page or each other.

Add a customer copy

Customer name *

Short name * (becomes the web address)

https://abc.rlkonsult.com

Customer administrator e-mail (optional)

STRAP creates this person as the customer's administrator and shows you a temporary password once.

Trial: number of users *

During the trial the customer's STRAP is limited to this number automatically. When the customer buys a licence, the licence's users replace it.

Trial period (days) *

After the trial the copy is read-only until a licence key is entered.

+ Add customer copy

Customer copies

Refresh

CUSTOMER	STATUS	USERS	ON THIS COMPUTER	WEB ADDRESS	BACKUPS
Nile Supply Company nile	Running	1 / 5 trial until 2026-10-26 Change	http://localhost:3995	https://nile.rlkonsult.com Set up automatically	0 copies Restart Stop Back up now Remove
Delta Foods delta	Running	1 / 10 trial until 2026-11-11 Change	http://localhost:3996	https://delta.rlkonsult.com Set up automatically	0 copies Restart Stop Back up now Remove
Gulf Steel gulfsteel	Running	1 / 8 trial until 2026-10-26 Change	http://localhost:3997	https://gulfsteel.rlkonsult.com Set up automatically	0 copies Restart Stop Back up now Remove

First sign-in to a new copy: with the administrator e-mail you entered above and the temporary password shown when it was added. If you left the e-mail empty, use your own administrator e-mail and password (STRAP then asks for a new password and security questions). Each copy starts with the trial you set (number of users and end date); when the customer buys a licence, the licence for that copy's own machine code replaces the trial (Admin → Licence in the copy). The data of each copy is in customers\<short name> next to your STRAP data folder.

Customer copies

- Add a customer copy:** type the **customer name**, a **short name** (for example *abc*; it becomes the web address *https://abc.yourdomain.com*), the **trial: number of users**, the **trial period** in days and, recommended, the **customer administrator's e-mail**. Click **+ Add customer copy**.
- STRAP starts the customer's STRAP, sets up its **web address with HTTPS** by itself, and creates the administrator. A window shows the address, the e-mail and a **temporary password**, each with a **Copy** button (**Copy all** copies the three together): send them to the customer. At the first sign-in the administrator chooses a new password and three security questions. Closed the window too soon? **Sign-in details**, next to the customer in the list, shows them again until the administrator has chosen a new password; then the temporary password is deleted.

Gulf Steel is ready

Trial: up to **8 users** until **2026-10-26**. A purchased licence replaces it.

Web address

https://gulfsteel.rlkonsult.com
Copy

Administrator e-mail

admin@gulfsteel.com
Copy

Temporary password (shown only once)

s3vS-EP3T-HphT
Copy

Send these to the customer now. At the first sign-in the administrator chooses a new password and three security questions.

Copy all
Done

The new customer's address, administrator and temporary password

- The trial:** during the trial the customer's STRAP is limited to the number of users you set. After the end date it **locks** until a licence is installed (Part 2.7). **Change** in the *Users* column changes the number of users or restarts the trial period. When the customer buys a licence, the licence's own users and dates replace the trial. Each customer copy has its **own machine code** (shown in its Admin → Licence).
- Who is who:** under each customer's name the list shows its **administrator** (name and e-mail, the account they sign in with), their **last sign-in**, and the **organizations** inside that copy. **People** lists everyone in the copy, with their organization, role and last sign-in.

Demo customer demo

https://demo.example.test · 2 active users · organizations: Demo customer, XYZ Company

PERSON	ORGANIZATION AND ROLE	LAST SIGN-IN
Administrator Administrator walid@rlkonsult.example	Demo customer: Strategy office XYZ Company: Strategy office	today
Mona Adel mona@xyz.example	Demo customer: Unit manager	never password not chosen yet

Reset the administrator's password...
Done

People: everyone in a customer copy

- Reset the administrator's password (in People):** when the customer's administrator has forgotten the password, STRAP gives a new **temporary password**, shown once (and under **Sign-in details** until it is

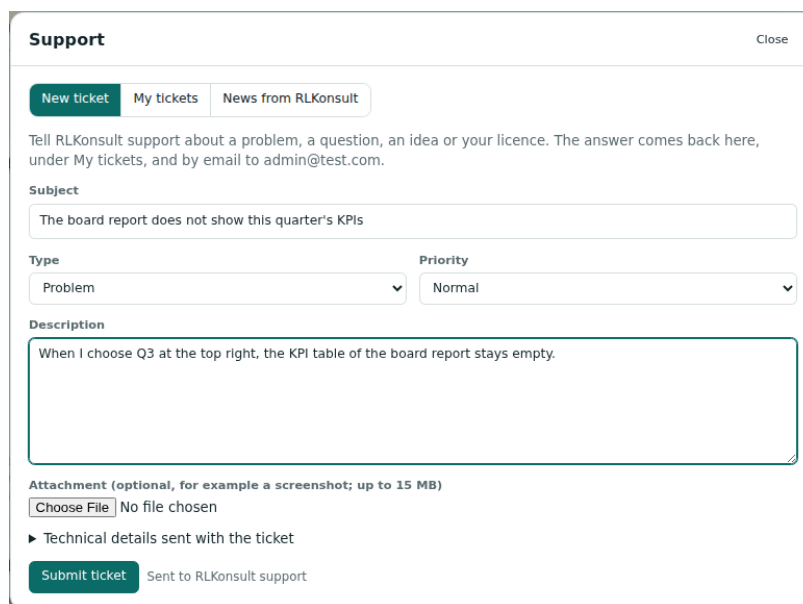
changed). The old password stops working and they are signed out; at the next sign-in they choose a new one. Their data and the other users are not touched. STRAP Manager has the same, under **Hosted customers → People**.

6. **Stop, Start, Restart** and **Back up now** act on one copy. Copies start and stop together with the main STRAP.
7. **Remove** asks you to type the short name, then whether to **delete the data for good** or **keep it**: kept data is moved aside and listed under **Leftover data**, where **Restore** brings the customer back and **Delete data** removes it for good.

The web addresses need one record at your domain's DNS provider, once: **Type A, Name ***, **Value = the server's IP address**. Then every customer address works by itself.

19.7 Support tickets

Click **Support** in the top bar (or **Support: open a ticket** in Help).



The screenshot shows a 'Support' dialog box with a 'Close' button in the top right. It has three tabs: 'New ticket' (active), 'My tickets', and 'News from RLKonsult'. Below the tabs is a text area for the subject, followed by 'Type' and 'Priority' dropdown menus. A larger text area for the description is below that. At the bottom, there is an 'Attachment' section with a 'Choose File' button and a 'Submit ticket' button. The 'Submit ticket' button has a tooltip that says 'Sent to RLKonsult support'.

Opening a support ticket

1. Fill in the subject, the type (problem, question, feature request, licence), the priority (low, normal, urgent), a description and, if useful, an attachment such as a screenshot.
2. Click **Submit ticket**. STRAP adds the technical details (version, page, organization, user and role, licence and machine code, browser, last error), gives the ticket a number such as **TCK-0007** and sends it **straight to RLKonsult support**. There is no email to send. You get an automatic answer at once, in the ticket and by email, saying when to expect the reply.
3. **Without internet**, the ticket is kept and sent by itself as soon as STRAP can reach RLKonsult.

My tickets (second tab) shows your tickets with their status (**Open, In progress, Waiting for you, Closed**). The answer from RLKonsult appears in the open ticket **within seconds**, with a number on **Support**, a notice at the top of the page and a Windows notification; it is also sent to you by email. Click a ticket to read the whole conversation and to answer in **Your answer**. A closed ticket opens again when you write to it.

Support

Close

← My tickets

TCK-0001 · RLKonsult ref. RLK-0001 · Problem · Normal

Waiting for you

Board report: KPIs of this quarter missing

RLKonsult support · 19 Oct 2026, 18:51

Dear Administrator,

Thank you for contacting RLKonsult support. We have received your ticket TCK-0001 "Board report: KPIs of this quarter missing" and our team will look into it.

We reply within 48 hours. Tickets sent over the weekend (Friday and Saturday) or on an official holiday may take a little longer: we answer them on the next working day.

You will see our answer here and by email. If you have anything to add (a screenshot, or the steps that lead to the problem), reply to this ticket.

Kind regards,
RLKonsult support

RLKonsult support · 19 Oct 2026, 18:51

Thank you. The report shows the cycle chosen at the top right: please choose Q3 there. If the KPIs are still missing, send us a screenshot.

Your answer

RLKonsult is waiting for your answer...

Send answer

RLKonsult also answers by email to admin@test.com.

My tickets

The platform administrator sees every ticket opened in this STRAP under **Admin → Support tickets**.

STRAP™

Powered by RLKonsult

OVERVIEW

- Dashboard
- STRAP Hub
- Strategies
- Messages & tasks
- Board report
- Follow-ups

FORMULATE

- Build the STRAP
- Guided data entry
- Strategy analysis
- Formulation stages
- Strategy map

TRACK

- Objectives
- KPIs
- OKRs
- Cascading
- Projects & plan
- Timeline (Gantt)

CONTROL

- Deviations & control
- Root cause analysis

XYZ

ORGANIZATION Demo: XYZ Company

STRAP

XYZ · XYZ Company Strategic Plan 2026

Inspiring Growth!

18:51 · Mon 19 Oct 2026

Administrator

Platform administrator

Help

Ask RLKonsult

Support

About

Account

Sign out

Strategic 87%

Operational 89%

Formulation 94%

STRAP trial: 3 days left, up to 3 users.

Enter licence key

1 OPEN · 1 IN TOTAL

Support tickets

Tickets that people opened in this STRAP. Since version 1.12.12 they go straight to RLKonsult support, who answer the person in STRAP and by email. For older tickets (sent by email) set the status and a short note: the person sees both under Support → My tickets.

All statuses

TICKET	SUBJECT	FROM	TYPE	PRIORITY	CREATED	STATUS	NOTE TO THE PERSON
TCK-0001	Board report: KPIs of this quarter missing	Administrator admin@test.com · Demo: XYZ Company	Problem	Normal	19 Oct 2026	Waiting for you	Handled by RLKonsult support (RLK-0001): the person sees the answers under My tickets.

Admin → Support tickets

19.8 News from RLKonsult and Ask RLKonsult

News from RLKonsult. RLKonsult sends news about new versions, maintenance and tips. A new one appears **once** as a pop-up and as a notice at the top. Click **Got it** or **X** and it does not come back; read it again under **Support → News from RLKonsult** (third tab).

- Messages from RLKonsult arrive **at once**: a number shows on the button, with a Windows notification.
- Write to RLKonsult at any time: type and press **Enter** (**Shift+Enter** for a new line).
- When you write, an **automatic answer** comes back at once, saying RLKonsult replies within 48 hours; weekends (Friday and Saturday) and national or official holidays may take a little longer.
- Only the platform administrator sees this conversation. For a problem you want to track, open a support ticket instead.

Ask RLKonsult

Close

Administrator · 06:50 PM

Hello, can we book a training session for our team next month?

RLKonsult (automatic reply) · 06:50 PM

Dear Administrator,

Thank you for contacting RLKonsult. We have received your message and will reply within 48 hours.

Please note that messages sent over the weekend (Friday and Saturday) or on a national or official holiday may take a little longer: we answer them on the next working day.

Kind regards,
RLKonsult

Your message

Write a message... (Enter to send, Shift+Enter for a new line)

Send

Only you (the platform administrator) see this conversation. For a problem to track, open a support ticket instead.

Ask RLKonsult

Part 20 – Backups, moving STRAP and the network

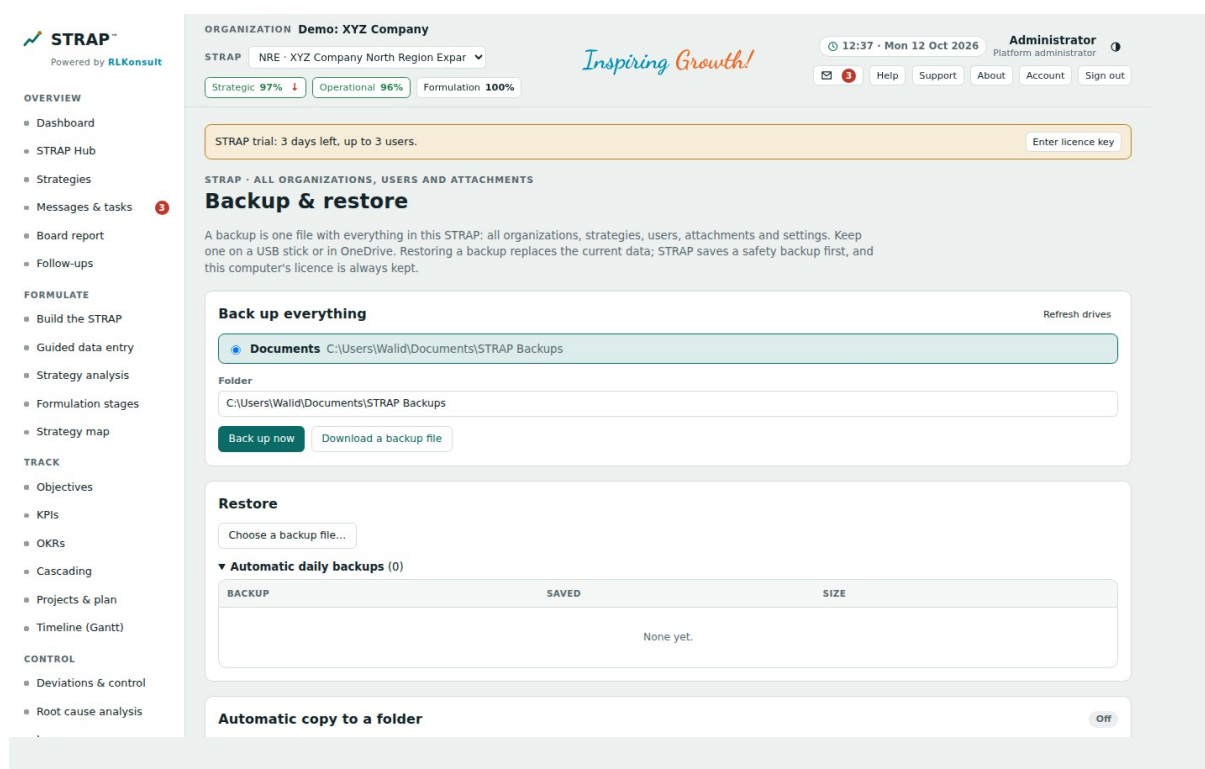
20.1 Where your data is

What	Where
Data (database and attached reports)	AppData\Local\STRAP\data
Automatic backups	the backups folder inside data
Settings (port, network sharing, window or browser)	AppData\Local\STRAP\settings.ini
Log file (for support)	AppData\Local\STRAP\strap.log

STRAP LT uses a folder of its own, **AppData\Local\STRAP LT**, with the same layout. The quickest way there is **Start menu → STRAP → Open STRAP data folder**. Uninstalling STRAP does **not** delete this folder.

20.2 Backup & restore

Admin → Backup & restore (platform administrator). A backup is **one file with everything** in this STRAP: all organizations, strategies, users, attachments and settings.



Backup & restore

- **Back up everything:** choose where (Documents, a USB stick, OneDrive or any folder; **Refresh drives** finds a USB stick you just plugged in) and click **Back up now**. **Download a backup file** saves it where your browser keeps downloads.
- **Restore:** **Choose a backup file...** (or one of the **automatic daily backups** in the list, **Restore...**), check what is in it, and confirm. STRAP first saves a **safety backup** of the current data, so a restore can itself be undone by restoring that one. A restore replaces all current data; this computer's licence is always kept.
- **Automatic daily backups:** STRAP makes one every day it runs and keeps the last 30.

- **Automatic copy to a folder:** STRAP also saves a backup file by itself into a folder you choose: your OneDrive folder (so it is kept in the cloud), a USB stick or a network folder. The oldest copies are removed so only the last ones are kept.
- **Start menu → STRAP → Back up STRAP** makes a backup at any time without opening STRAP.

Keep a copy outside the computer. A backup that is only on the same PC does not help if the PC is lost or broken.

20.3 Moving STRAP to a new computer, or from STRAP LT to STRAP

1. On the old computer: **Admin → Backup & restore → Back up everything** to a USB stick or OneDrive.
2. On the new computer: install STRAP (Part 2.1), sign in, and **Restore** that file.
3. The licence is linked to the computer: on the new computer, **Admin → Licence → Move a licence to this computer** asks RLKonsult to move it there, with the same end date (Part 2.9).

To move between a **Windows computer** and a **server**, use **Admin → Windows ⇌ Server** (Part 20.5).

The same steps move everything from **STRAP LT** to **STRAP**: back up in STRAP LT, restore in STRAP. To load a whole data folder copied from another installation (for example from a computer that no longer starts), use **Start menu → STRAP → Import data from an older STRAP** and choose that folder; STRAP keeps the current data in a *before-import* folder first.

20.4 Letting colleagues use STRAP on the network (team edition)

STRAP is installed on one computer, but colleagues on the same network can use it from their own browsers.

1. On the STRAP computer, **Start menu → STRAP → Stop STRAP**.
2. Open **settings.ini** (in AppData\Local\STRAP) with Notepad and change **HOST=127.0.0.1** to **HOST=0.0.0.0**. Save the file.
3. Start STRAP again. If Windows Firewall asks, click **Allow access** for private networks.
4. Find the computer's address: open Command Prompt, type **ipconfig** and look for **IPv4 Address**, for example **192.168.1.20**.
5. Colleagues open **http://192.168.1.20:3000** (with your address) and sign in with their own accounts.

The STRAP computer must be on and STRAP running for others to use it. For many users or access from outside the office, run STRAP on a server (RLKonsult can host it for you, Part 19.6), and connect Windows computers to it if they must also work without internet (Part 20.6).

20.5 Windows ⇌ Server: one STRAP, two ways to run (team edition)

The same STRAP runs on a **Windows computer** (<http://localhost:3000>) or on a **server** (a web address such as <https://abc.rlkonsult.com> that everyone opens in the browser). **Admin → Windows ⇌ Server** (platform administrator) shows where this STRAP runs and guides you through moving it.

STRAP trial: 3 days left, up to 3 users.
Enter licence key

ONE STRAP, TWO WAYS TO RUN

Windows ↔ Server

The same STRAP runs on a Windows computer or on a server. Move between the two with one backup file: all organizations, strategies, users, files and settings come with it.

This STRAP runs on a server Server

STRAP 1.12.9

Computers connected to this STRAP

COMPUTER	CONNECTED SINCE	LAST SYNC	VERSION	
SALES-LAPTOP	13 Oct 2026, 23:56	13 Oct 2026, 23:56	1.12.9	Disconnect

Switch to Windows

Run your STRAP on a Windows computer instead of the server.

- Download everything** from this STRAP.

Download everything (backup file)
- Install STRAP on the Windows computer.** Ask RLKonsult for the Windows installer. It runs for 3 days as a trial; a Windows licence key is needed afterwards (Admin → Licence).
- In the Windows STRAP sign in and open **Admin → Backup & restore → Restore**, and choose the file from step 1. Everyone signs in again with the same e-mail and password.
- Come back here and lock this STRAP.

Mark this STRAP as moved (read-only)

Move to another server

Download everything here, then restore the file in the STRAP on the new server (**Admin → Backup & restore → Restore**). For a STRAP hosted by RLKonsult, RLKonsult moves it for you.

Good to know

- A computer **connected** to a server follows the server's licence. Otherwise the **licence does not move**: Windows and the server each have their own: a server customer's trial or licence is set by RLKonsult, and a Windows computer needs its own key (Admin → Licence → machine code).
- Work is not merged. Use one place at a time: after moving, the old STRAP is locked read-only. You can unlock it, but changes made there are not copied.
- Keep the backup file safe: it contains all your data.

Admin → Windows ↔ Server

From the server to Windows

- On the server STRAP, click **Download everything (backup file)**.
- Install STRAP on the Windows computer (Part 2.1). It runs as a 3-day trial; a Windows licence key is needed afterwards (Part 2.7).
- In the Windows STRAP, sign in and open **Admin → Backup & restore → Restore** with the file from step 1. Everyone signs in with the same e-mail and password.
- Back on the server, click **Mark this STRAP as moved (read-only)**.

From Windows to a server

- In the Windows STRAP, click **Download everything (backup file)**.
- RLKonsult (or your server administrator) creates your STRAP on the server and puts the file there. Or open your new address, sign in as its administrator and use **Admin → Backup & restore → Restore**.
- Check that everything is there, then click **Mark this STRAP as moved (read-only)** in the Windows STRAP.

The moved lock. A STRAP marked as moved becomes **read-only**: you can still look and download everything, but no one changes it by mistake, so the work is done in one place only. **Use this STRAP again** removes the lock.

Changes made in two places are not merged. The licence does not move: each place has its own (a connected computer is the exception, Part 20.6).

20.6 Connect a Windows computer to a server STRAP (sync)

A Windows computer can stay **connected** to a server STRAP: it keeps **its own copy**, works **without internet**, and every change goes **both ways** about once a minute.

1. In the Windows STRAP, open **Admin → Windows ⇌ Server**. Under **Connect this computer to a STRAP server**, type the **server address** (for example <https://abc.rlkonsult.com>) and the **e-mail and password of that STRAP's platform administrator**.
2. Click **Connect and take the server's data**. The data on the computer is **replaced** by the server's data; a safety backup of the computer's data is kept in its backups folder first. (To keep the computer's data, first send it to the server as in Part 20.5.)
3. STRAP asks you to sign in again: from now on everyone signs in on this computer with their **server e-mail and password**.

Connect this computer to a STRAP server

This computer keeps its own copy and works even without internet. Every change goes both ways with the server, about once a minute. If the same item is changed in both places, the later change wins. The computer follows the server's licence.

Server address

Administrator e-mail on that server

Password

Connecting replaces the data on this computer with the server's data (a safety backup of this computer's data is kept). To keep this computer's data, first send it to the server: **Download everything** below, then RLKonsult (or your server administrator) puts it on the server.

Connect and take the server's data

Connect this computer

Connected to <https://strap.rlkonsult.com>

Last sync: **13 Oct 2026, 23:56** · 0 sent, 0 received

Sync now

Disconnect this computer

Everyone signs in here with their server e-mail and password. Sign-ins, saved passwords on this computer and support tickets are not synced.

A connected computer

How it works

- Changes made on the computer are sent to the server within about 20 seconds; changes made on the server reach the computer about once a minute. **Sync now** does both at once.
- Without internet the computer keeps working. The page shows how many changes are **waiting to be sent**; they go as soon as the connection is back.
- If the same item was changed in both places, **the later change wins**.
- People, organizations, all strategy data, attachments, messages, security questions and the change history are synced. **Not synced**: open sign-ins, saved sign-ins on each computer, support tickets and computer settings (licence key, email server, reminders).
- The computer **follows the server's licence or trial**: no key is needed on the computer.
- **Disconnect this computer** stops syncing; the data stays on the computer, which then needs its own licence.

On the server, the same page lists the **computers connected to this STRAP** with the last time each one synced. **Disconnect** removes a computer: it stops syncing and shows that it was disconnected.

Computers connected to this STRAP				
COMPUTER	CONNECTED SINCE	LAST SYNC	VERSION	
SALES-LAPTOP	13 Oct 2026, 23:56	13 Oct 2026, 23:56	1.12.9	Disconnect

Computers connected to the server STRAP

Part 21 – Troubleshooting

Problem	What to do
Nothing opens when I click the STRAP icon	Start menu → STRAP → STRAP troubleshooting window starts STRAP in a visible window that shows any error.
“Port 3000 is already in use”	STRAP is probably already running: open http://localhost:3000 (STRAP LT: 3100). Otherwise Stop STRAP and start again. If another program uses the port, change PORT in settings.ini.
Windows says the publisher is unknown when installing	Click More info → Run anyway .
The start page asks me to create an organization	This is a new installation (or every organization was deleted). Create yours or open the demo (Part 2.4).
I am not in the Users list	Since version 1.12.4 STRAP adds the creator of an organization as its administrator, and repairs organizations that have no administrator when it starts. Restart STRAP.
A unit list is empty	No units exist yet: add them in Track → Cascading → + Add unit .
I forgot my password	Forgot password? on the sign-in page, then the strategy office, then RLKonsult (Part 3.6).
A change is refused	Your role may not allow it (Part 1.4), or the period may be locked (Part 12.2).
STRAP shows a lock screen	The trial or licence ended, the licence was withdrawn, or this STRAP was suspended: enter a licence key or contact RLKonsult. Your data is kept (Part 2.7).
<i>STRAP needs to reach RLKonsult</i>	STRAP has not reached RLKonsult's server for 24 hours. Connect the computer to the internet and click Try again now ; check that a firewall does not block strap.rlkonsult.com.
<i>This licence belongs to another computer</i>	STRAP or its backup came from another computer. Click Ask RLKonsult to move my licence to this computer (Part 2.9).
<i>Please update STRAP</i>	RLKonsult requires a newer version. Click Download , install it over the old one; your data stays.
A new licence key is refused as not valid	Keys starting with STRAP2- need STRAP 1.12.21 or newer: install the latest version first.
An owner cannot edit their KPI or project	The Owner field must match the person's name in Admin → Users exactly, including spaces.
A message cannot reach a person	Messages only reach people with a STRAP account whose name matches. Add them under Admin → Users, or use Follow-ups.
Scores look wrong	Check the KPI's polarity, its targets, the weights of the objectives and KPIs, and that each main objective has the right strategy. Scores above the cap are cut.
A project is missing from the Gantt chart	It needs a start and an end date.
The QSPM or TOWS is empty	The QSPM needs the SFAS; the TOWS needs the SWOT. Fill the earlier step first (Part 4.2).

Problem	What to do
An AI button is grey	The step before it is empty, or AI is not set up (Admin → AI settings). Point at the button to see why.
The AI does not answer	Admin → AI settings → Test connection. Check the key and that the provider account has credit.
No update notice appears	STRAP checks as soon as it opens and every few minutes while it runs; use Admin → Licence → Updates → Check now to check at once. Only administrators see the notice.
A connected computer says <i>Not synced</i>	Check the internet connection; the work is kept and sent later. If it says the server disconnected it, click Disconnect this computer and connect it again (Part 20.6).
A change I made on the computer is gone	Someone changed the same item on the server later: the later change wins (Part 20.6). The change history on the server shows both.
The server address does not connect	Use the full secure address (https://...), the e-mail and password of that STRAP's platform administrator, and check that the server runs STRAP 1.12.9 or later.
A STRAP says it was moved and is read-only	It was marked as moved (Part 20.5). Work in the new place, or click Use this STRAP again in Admin → Windows ⇌ Server.
Reminders are not sent	Check the email server with Send a test email , that reminders are on, that the person has an email (Users or Contacts), and that STRAP is running at the chosen time.
A ticket says <i>Waiting to be sent</i>	STRAP cannot reach RLKonsult (no internet, or a firewall). The ticket is kept and sent by itself when the connection is back.
No answer appears in My tickets or Ask RLKonsult	Answers arrive within seconds while STRAP can reach the internet; they also come by email (tickets). RLKonsult replies within 48 hours; weekends and holidays may take longer.
Colleagues cannot open STRAP	Check HOST=0.0.0.0 in settings.ini, the Windows Firewall permission and the address (Part 20.4). The STRAP computer must be on.

Support: use **Support** in the top bar (Part 19.7), or email support@RLKonsult.com with a short description, a screenshot and, if possible, the log file. Mention your version (shown under **About**).

Glossary

Term	Meaning
Actual	The real value of a KPI in a cycle.
Balanced Scorecard (BSC)	A way of grouping objectives into four perspectives: Financial, Customer, Internal Processes, Learning & Growth.
Board report	A printable report of the STRAP for a cycle.
Cascading	Passing objectives, KPIs and projects down from the organization to its units.
Control plan	Triggers and corrective actions for anticipated deviations and results off track.
Corrective action	What will be done when a trigger is reached.
Customer copy	A separate STRAP for one customer on a server, with its own web address, users, data and trial or licence (Part 19.6).
Cycle	A measuring period of a KPI: a month, quarter, half-year or year.
Deviation (anticipated)	Something that could happen and change the expected results.
EFAS / IFAS	External / Internal Factor Analysis Summary: weighted tables of opportunities and threats / strengths and weaknesses.
Fishbone (Ishikawa)	A diagram of possible causes of a problem, by category.
Fit check	Whether a strategy's type fits the SPACE posture and the IE cell.
Follow-up	A task or item you chase with a person, by email or WhatsApp.
Gap	The difference between where the organization is and where the vision needs it to be.
Grand strategy	The family of a strategy: Stability, Expansion, Retrenchment or Combination.
IE matrix	Internal-External matrix: places the organization using its IFAS and EFAS totals.
KPI	Key Performance Indicator: a number that shows whether an objective is being achieved.
Lock	Closing a period so its values can only be changed by the strategy office. Also: the lock screen of a STRAP whose trial or licence ended (Part 2.7).
Licence move	RLKonsult moves a licence to a new computer with the same end date; the old computer stops working with it (Part 2.9).
Objective	What the organization wants to achieve. Main objectives belong to a strategy; sub-objectives break them down.
OKR	Objective and Key Results: a quarterly goal with measurable results.
Operational score	How far projects have progressed compared with their plan.
Owner	The person accountable for an item.
Pareto	A chart of causes from the most to the least frequent, showing the few that cause most problems.
Perspective	One of the four Balanced Scorecard groups.
PESTEL	Political, Economic, Social, Technological, Environmental and Legal analysis.
Polarity	Whether a higher or a lower value of a KPI is better.
QSPM	Quantitative Strategic Planning Matrix: scores the strategies against the key factors.

Term	Meaning
Root cause	The underlying reason a problem happens.
SFAS	Strategic Factor Analysis Summary: the 8–12 most important factors from EFAS and IFAS.
SMART	Specific, Measurable, Achievable, Relevant, Time-bound.
SPACE	Strategic Position and Action Evaluation: suggests an aggressive, conservative, defensive or competitive posture.
STRAP	One complete strategic plan; also the name of the program.
Strategic score	The weighted roll-up of KPI scores to objectives, strategies and the STRAP.
Strategy	An option chosen in the analysis or added directly, with its objectives.
SWOT	Strengths, Weaknesses, Opportunities and Threats.
Sync	A Windows computer connected to a server STRAP keeps its own copy and exchanges every change with the server about once a minute (Part 20.6).
Target	The value a KPI should reach in a cycle.
Theme	A main direction of the STRAP, used to group objectives on the map.
TOWS	A matrix that combines SWOT factors into strategies (SO, ST, WO, WT).
Trial	The first period of a STRAP: 3 days and 3 users for a new installation (starting when the first sign-in is completed), or the users and days set by RLKonsult for a hosted customer.
Trigger	The condition at which a corrective action starts.
Unit (entity)	A department, branch or team in the org chart.
Value chain	Porter's model of the primary and support activities that create value.
VRIO	A test of whether a resource is Valuable, Rare, costly to Imitate and supported by the Organization.
Weight	How much an item counts compared with the others at the same level.

Appendix A – The Excel template

Download template (STRAP Hub or Admin → Import from Excel) gives one workbook with these sheets, each with an example row. You can fill any part and upload it; rows are matched by code (or text) and updated, and new rows are added.

Sheet	Columns
Instructions	How to fill the workbook
STRAP	Field, Value (name, code, owner, dates, themes, vision, mission, values)
Strategies	Code, Strategy name, Grand strategy, Strategy type, Strategy (description), Type, Source, Owner, Notes
Units	Unit, Reports to, Manager
Objectives	Code, Objective, Parent code, Strategy, Perspective, Theme, Unit, Owner, Weight, High priority, Drives, Description, Specific, Measurable, Achievable, Relevant, Time-bound (deadline)
KPIs	Code, KPI, Objective code, Unit, Owner, Measure unit, Polarity, Weight, Baseline, Cycle type, High priority, then a Target and an Actual column for each cycle (for example 2027-Q1 Target, 2027-Q1 Actual)
Projects	Code, Project, Objective codes, Unit, Owner, Budget, Spent, Start, End, Planned %, Actual %, High priority, Description
Issues	Issue, Linked code, Category, Priority, Status, Owner, Assigned to, Due, Notes
Risks	Risk, Linked code, Category, Likelihood, Impact, Status, Owner, Review date, Mitigation
SWOT	Type, Item
External analysis	Tool, Tool code, ID, Dimension, Factor, Details / evidence, Effect (O/T), Importance, Feed SWOT, Intensity (Porter 5 forces)
Internal analysis	Tool, Tool code, ID, Dimension, Factor, Details / evidence, Effect (S/W), Importance, Feed SWOT, Advantage (value chain), V, R, I, O (VRIO)
EFAS / IFAS	Factor, Type, Weight, Rating (1-5), Weighted score, Comments, ID, Source ID
SFAS	Strategic factor, Type, Weight, Rating (1-5), Weighted score, Duration (S/I/L), Comments, ID, Ref ID
TOWS	Type, Strategy name, Grand strategy, Strategy type, Option, Chosen, Owner, Notes, ID
QSPM	Option ID, Option, Factor ID, Factor, Attractiveness (1-5)
SPACE	Dimension, Factor, Value
Gaps	Area, Current state, Target state, Closing action
Deviations	ID, Strategy, Anticipated deviation, Linked code, Likelihood (High/Medium/Low), Impact (High/Medium/Low), Expected effect on results, Early-warning signal, Owner
Control plan	Deviation ID, Linked code, Trigger (when to act), Corrective action, Owner, Due, Status, Notes
OKRs	Code, Objective, Quarter, Level, Owner, Supports, Description
Key results	OKR code, Key result, Unit, Owner, Start, Target, Current, Confidence, Note

The **Export to Excel** of a STRAP uses the same sheets, with your data, and adds a **Root cause analysis** sheet.