Manage platform demand

What's in this Success Playbook

One of the benefits of a successful ServiceNow® implementation is that you can use the Now Platform® to support business use cases for digital transformation across your organization. But to do this successfully, you need to manage demand for enhancements and new ServiceNow capabilities. That's one of the main things you'll learn in this Success Playbook.

Managing demand helps your ServiceNow platform team and service delivery teams you're your business partners' demand and respond to their requirements. This way, the services these teams provide are fit for their purpose. You can lose the link between business value and service delivery without demand management and derail your transformation journey.

Demand will change as your business conditions, and objectives change. To address these changes, work with your business stakeholders to manage your demand for ServiceNow functionality to learn about their business objectives and anticipate demand changes.

What you need to get started

- Identify your executive sponsor, key IT and business partners, and other SMEs to help create your platform demand strategy and demand management process
- A system of record to track and document demand activities and stakeholders

When you should start this activity

Your demand management strategy should begin when you decide to use ServiceNow. Then establish roles for governance, especially for the executive steering board, which sets the direction and strategy for IT services. While you're capturing requirements for your initial implementation, start thinking about how you'll gather ongoing requests for the ServiceNow capabilities that support your changing business needs. If you already have a demand management strategy in place, you may need to update it based on your goals for ServiceNow and digital transformation.

Key takeaways

The most important things to know.

Good demand management isn't a matter of triage or saying "no"—it's a way to ensure that your resources are aligned to your organization's most important priorities and risk profile. The most successful demand management teams will foster a strategic relationship with their internal ServiceNow "customers" to anticipate and address their needs most effectively. So make this a clear, simple, and iterative process that helps your customers draw a clear line between their business objectives and Now Platform capabilities.

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The payoff of getting this right

When your demand management function responds to your changing business objectives, you'll gain improved visibility, control, and alignment of your ServiceNow roadmap. At the same time, you improve the quality of your services and capabilities through effective governance.

Playbook overview

ServiceNow recommends the four steps listed in the table to capture, prioritize, and manage demand for Now Platform functionality.

	Step	Outcome
Start In the beginning, you'll build your initial or foundational capability. This includes setting up initial frameworks, defining roles, and clarifying your objectives.	**Step 1 –** Create visibility by building a demand intake model	You've developed a demand intake system to consolidate all platform demand requests.
	Step 2 – Take control by enhancing, prioritizing, and approving demands	You've created a fact-based decision process to assess demands.
Improve As you improve, you'll take steps that help you reach your objectives and see value fast.	**Step 3 –** Align approved demands to business outcomes	You've scheduled quarterly meetings with your business partners to share new capabilities and how they can support their digital transformation.
Optimize Last, you'll refine and expand your capabilities, so you can scale as you grow and continuously get more from using ServiceNow.	**Step 4 –** Increase velocity and plan future demand	For services-focused organizations, you've assigned responsibility for demand to service owners.

If you haven't explicitly defined a demand management strategy with your executive sponsor and stakeholders—one that incorporates your vision for digital transformation—we recommend starting with Step 1.

If you currently have a demand management strategy in place, you may want to start with steps 3 and 4 to improve how you're managing requests for new ServiceNow capabilities.

Step 1 – Create visibility by building a demand intake model.

KEY INSIGHTS

- Keep your demand board focused.
- Define the minimum thresholds to guide the demand board's involvement in decision-making.
- Keep demand request forms simple to promote adoption. Only include enough information for demand owners to perform triage.

Get visibility into all the requests coming in for new or enhanced ServiceNow capabilities—and get it as quickly as possible. Suppose you don't establish a demand intake model. In that case, the requests you receive will be disorganized, and you'll find it very difficult to align your requests for services to your critical business objectives. Your intake process represents the first phase in your ServiceNow roadmap.

To create a demand intake model, complete these two action steps:

1. **Define demand management roles.**

   Identify and define the key demand management roles:

   - Demand requesters (usually business liaisons, service owners, and service desk managers) who submit demands

   - Demand owners who enhance and approve demands

   - A demand board that provides governance and strategic direction

2. **Define demand management intake processes.**

   Create a consistent method for capturing demand requests. This gives your demand management team a solid foundation to begin evaluating and prioritizing the platform demands. To define the demand intake processes, identify the information required to assess the relative business value of a requirement, the cost of its implementation and support, and its potential technical risks. The ServiceNow SPM Demand Management module can act as your demand management record system.

Customer insights

Our customers' experience points to two insights you should keep in mind as you build out your demand intake model.

INSIGHT 1:

Focus your demand board on strategic decision-making

Demand boards with unclear objectives or too many members can create bottlenecks and diminish the board's effectiveness. The demand board can lose focus, wasting time on low-risk, low-cost decisions or decisions required for compliance and aren't open for debate.

Best practice – Keep your demand board focused.

To keep the team nimble and to support a focused decision-making process, your demand board should include only the following roles regularly:

- **Now Platform owner –** This person should be a senior leader who has overall accountability of the Now Platform. The Now Platform owner leads and oversees the platform support team, ensures the team's work aligns with the business strategy and the ServiceNow roadmap and participates actively in the overarching governance of the platform.

- **Now Platform architect –** This role should be filled by a technical leader who assures the platform aligns with the business strategy and governance decisions. The architect documents the platform, analyzes the impacts of new requirements, and provides controls to ensure that business solutions are delivered using the correct technical solutions.

- **Demand owner(s) –** Demand owners manage the day-to-day activities of the demand management process, drive the efficiency and effectiveness of the process, and gather reports on process metrics. Small organizations may only need one or two part-time demand owners, but larger organizations usually require dedicated full-time demand owner roles.

- **Business relationship** managers maintain a positive relationship with customers, identifying customer needs and ensuring that the service provider can meet these needs with an appropriate catalog of services.

As needed, invite supplementary stakeholders to provide background, input, and feedback on specific demands, like IT process or domain owners, portfolio or service owners, program managers, vendor managers, key suppliers, and partners.

Best practice – Define minimum thresholds for your demand board

Make sure you define minimum thresholds that guide the demand board's involvement in decision-making. Your demand board may get bogged down with tactical, low-value demands if you don't do this. There's no reason you can't let demand owners approve specific demands, like:

- Demands that are required for compliance reasons

- Small demands with a properly documented business value

Use Table 1 as a decision tree to determine when demand owners or the demand board should approve new demands.

Allow demand owners to approve small, tactical demands to be more responsive to business requests, such as:	Escalate demand approval to the demand board for more complex demands, such as:
• Demands requiring fewer than 40 hours of effort, like those that don't require creating a project • Demands that require creating a project shorter than a specific duration, less than four weeks, for example • Demands that you *have* to meet, regardless of size, such as those required before an approved upgrade	• Strategic demands that tie to transformational portfolios and themes • Demands requiring a project more significant than a fiscal quarter (90 days) or those that span fiscal years • Demands with high risks due to resource requirements, compressed timelines, complex technical requirements, or other factors • Demands with stakeholders who span multiple business units

Table 1: Decision criteria for demands that require demand owner versus demand board approval

You'll find more information on estimating and prioritizing demands in Step 2 of this Success Playbook.

INSIGHT 2:

Collect the correct information from demand requesters

Requiring demand requesters to provide overly detailed business cases or value calculations is a barrier to entry, resulting in stifled demand or shadow development. Demand owners are responsible for enhancing the initial request, so only require enough information to allow your demand owners to make an initial assessment.

Best practice – Keep demand request forms simple to promote adoption

Require just enough information on your demand request forms for demand owners to perform triage. Start with basic information:

- **Brief description –** This should describe what the result looks like, not just the technical steps to make it happen. In other words, avoid descriptions like "Add field X to form Y for view Z." Consider using a user story format for the description: "As a <type of user>, I want <some goal> so that <some reason>."

- **Business case –** These are general business arguments that support the demand. This should include a business outcome that the demand will impact. You should describe how the current state is holding back value realization and the strategies and goals that the demand will support.

- **Business unit and department of the submitter**

- **Impacted business units –** These are the business units impacted by the submitted demand.

- **Executive sponsor –** This provides management support for the requesting organization and helps avoid frivolous demands.

EXPERT TIP

Organizations sometimes roll out ideation—opening the demand process to a much wider audience—before they have a robust demand intake process in place. This can lead to flooding inexperienced demand owners with an overwhelming number of requests. Instead, hold off on ideation until your demand management process has matured enough to handle the substantial increase in your request volume.

What to do next

Now that you've defined your demand management roles and have created a demand intake model, you'll have much better visibility into the requests from the business for new ServiceNow capabilities.

Revisit these roles and responsibilities periodically, especially as you begin using ServiceNow in new areas of your organization. For example, you might need to set up a global demand board to cover the demand for your global applications, and spin-off scoped application demand management to your local demand boards. Local demand boards will take their governance cues from the global board, but they allow your organization to handle requests on a larger scale.

Step 2 – Take control by enhancing, prioritizing, and approving demands.

KEY INSIGHTS

- Include business users in the demand management process.
- Create and publish definitions for the T-shirt sizing you'll use to measure demand.
- Score your demands based on explicit business objectives rather than simply functional or procedural improvements.
- Prioritize the enhancements that cover as many user stories as possible.

Once you've defined your demand management roles and created a demand intake process, it's time to start evaluating, prioritizing, and approving demands. You must have a firm demand owner. They're responsible for gathering enough information about the demand that the demand board can make confident, fact-based decisions that best support your organization's business objectives.

To enhance, prioritize, and approve demands, complete these action steps:

1. **Assign demand requests and enhance them with additional information.**

   Assign a demand owner to each demand request and track the progress of the demand request using demand states (for example, draft, submitted, screening, deferred, approved, and completed). See Figure 1 for a depiction of the standard demand state flow. Enhance the demand request by:

   - Assigning it to a portfolio
   - Adding impacted stakeholders
   - Documenting additional information such as requirements, decisions, risks, and costs
   - Conducting an architectural assessment

2. **Determine demand approval thresholds based on the size of the demand.**

   Demands will come in all shapes and sizes, so don't take a one-size-fits-all approach to approve them. Tying up your demand board with approving small, tactical projects isn't an efficient use of their time. Give demand owners the latitude to make decisions on demands up to a specific size, and they will then inform the demand board of those decisions.

3. **Gather assessments from stakeholders.**

   For demands identified as strategic, after the demand owner has enhanced the demand request with additional cost, risk, and value information, they should get further input from stakeholders using assessments. Assessments allow stakeholders to score questions on a scale of one to 10 so that results can be consolidated to provide a quantitative score for risk and business value. The demand board uses these scores as a factor in the decision-making process.

4. **Create a demand resource plan.**

For complex demands, the demand owner should also estimate the effort using T-shirt sizes and assess the capacity of your organization to put the demand into action. For demands greater than small, the demand owner should construct a resource plan based on the estimated requirements to create more accurate cost estimates and avoid over-committing limited development resources.

5. **Approve, defer, or reject the demand request.**

   For qualified demands, the demand owner or demand board should review the requests and ensure that all proposals for ServiceNow functionality, configuration, or customization adhere to the explicitly defined criteria for business value. The demand board should carefully scrutinize the demands that require customization to pave the way for a smooth upgrade and weigh the customization effort against the demand's business value.

   Determine the disposition of the demand using legal statuses, such as Deferred, Approved, and Completed. Create an "artifact," or output, of the approved demand as your final step. Table 2 shows the artifact record created based on the Category and Type values on the ServiceNow demand record.

Category	Type	Artifact record created
Strategic	Project	Project
Strategic	Enhancement	SDLC Enhancement
Operational	Defect	SDLC Defect
Operational	Change	Change

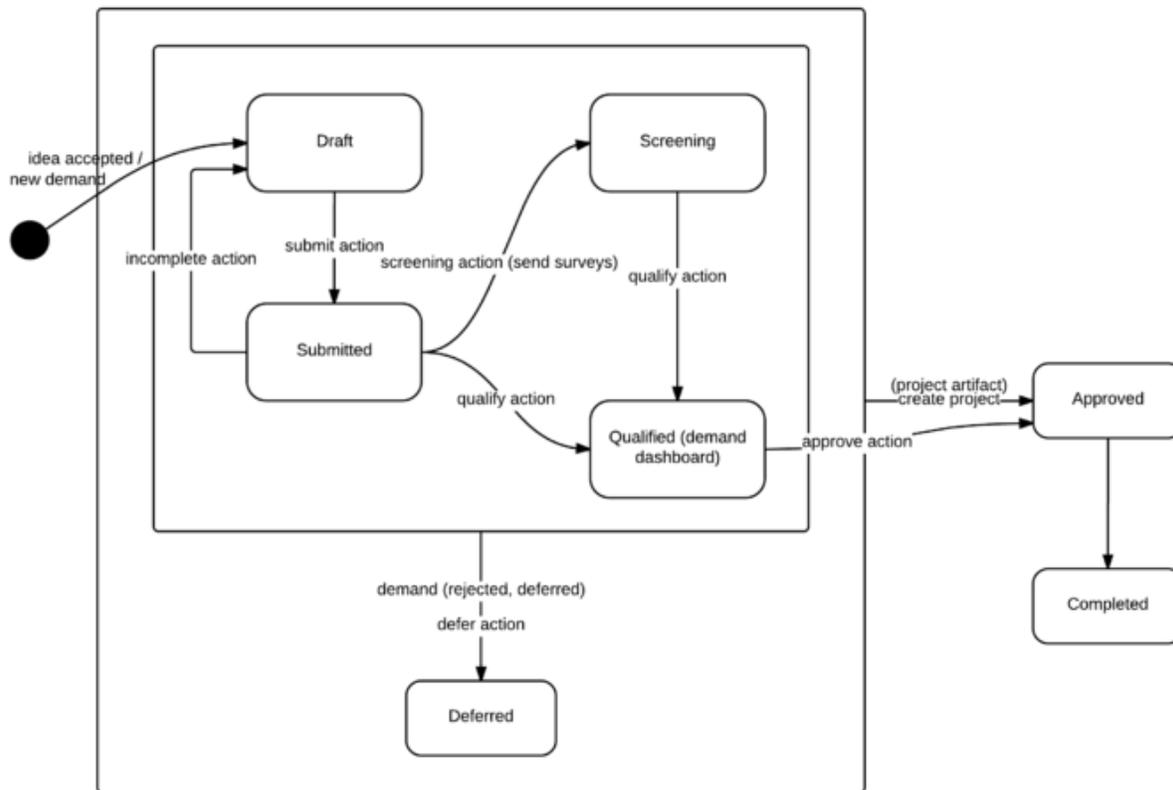Table 2: Artifact record based on the Category and Type values

Figure 1: Standard demand state flow

Customer insights

Customer experience points to three insights you should keep in mind to enhance and evaluate demands.

INSIGHT 1:

Be transparent with business users on how you prioritize demands

Business users need to understand what to expect from the demand management process. Their demands are (or should be) tied directly to their business objectives, so they'll want to stay apprised of the status of their requests. Suppose demand requesters don't understand the process, including assessing, enhancing, and prioritizing demands. In that case, they're likely to mistrust the process and might look for "shadow channels" to achieve their goals.

Correctly estimating the size of a demand is a critical factor in prioritization. Using T-shirt sizes is a convenient and familiar model for demand sizing. Still, vague size values can lead to inconsistent interpretation—this can be confusing and frustrating for demand owners and demand requesters.

Best practice – Include business users in demand management

Provide them with status updates (or even their view of their demands), meet with them, explain the demand management process, and include them in crucial information-gathering and decision-making activities. Provide business users with a simple flow—like the flow in Figure 1— that maps out the demand management stages and the activities that drive those stages.

Best practice – Create and publish definitions for the T-shirt sizes used to measure demand.

Make sure you include a unit of measure, which may be based on efforts, like FTE work-weeks, cost, or even Agile story points. This process ensures that your demand requesters interpret the values correctly and consistently.

Table 3 shows example definitions based on estimated work or estimated cost.

Size	Estimated work (FTE weeks)	Estimated cost
S	< 2 weeks	< $10k
M	2 to 4 weeks	$10k to $50k
L	4 to 8 weeks	$50k to $150k
XL	8 to 16 weeks	$150k to $500k
XXL	> 16 weeks	> $500k

Table 3: T-shirt sizes

INSIGHT 2:
Score demands based on explicit business objectives

Process improvements and screen layouts are essential considerations for user experience because they increase adoption and streamline business processes. But it's crucial to link business demands to the business value they create, and the stronger the tie is to a business objective, the higher its value score should be.

You should base demand decisions on a combination of value, risk, and size. The ServiceNow demand workbench includes an interactive bubble chart for assessing demands based on value, risk, and size, allowing your demand owners and demand board to visualize and prioritize demands easily. Figure 2 shows an example demand workbench.
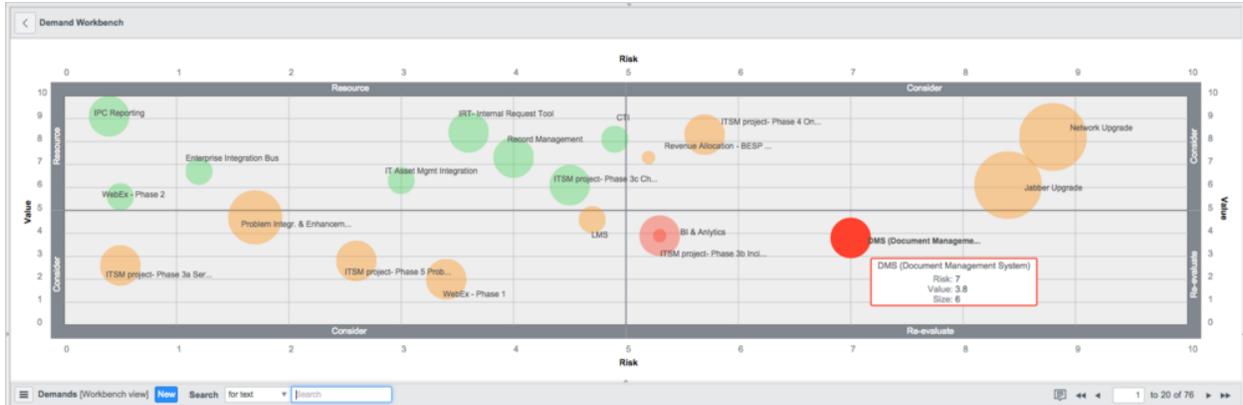
Figure 2: A demand workbench

Best practice – Use a simple scale to score demand value

Score demand value on a simple scale based on business objectives, adoption requirements, and experience improvements. If you're just getting started with demand management, a straightforward method to incorporate this mindset is to define value scoring that prioritizes demands that most connect to business objectives, as shown in Figure 3.
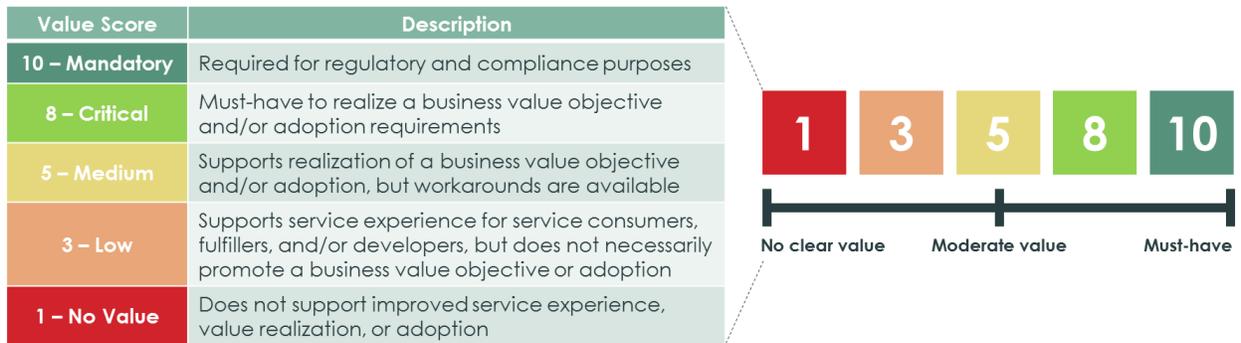

Value Score	Description
10 – Mandatory	Required for regulatory and compliance purposes
8 – Critical	Must-have to realize a business value objective and/or adoption requirements
5 – Medium	Supports realization of a business value objective and/or adoption, but workarounds are available
3 – Low	Supports service experience for service consumers, fulfillers, and/or developers, but does not necessarily promote a business value objective or adoption
1 – No Value	Does not support improved service experience, value realization, or adoption

Figure 3: Value scoring

Share your value scoring framework with demand requesters and stakeholders to score the values consistently throughout the assessment process.

If you're using ServiceNow Demand Management, value scores are calculated and normalized on a scale of 1–10 using two fields on the demand records. They're weighted, as shown in Table 4.

Impact (60%*) 1 – High = 10 2 – Medium = 5 3 – Low = 1	Financial return (40%*) Total planned cost – Financial benefit > $1M = 10 $750k – 1M = 9 $500k – 750k = 8 $250k – 500k = 6 $100k – 250k = 4 $50k – 100k = 2 < $50k = 1
* Fields, weights, and normalized scores are out-of-the-box defaults in the London release, and you can tailor them according to your organization's requirements.	

Table 4: ServiceNow Demand Management value score calculation

Similarly, size and risk scores are also normalized on a scale of 1–10 to simplify comparing demands. Size scores are normalized based on the T-Shirt Size field:

- **XXL –** Extra extra large = 10
- **XL –** Extra large = 8
- **L –** Large = 6
- **M –** Medium = 4
- **S –** Small = 2

Risk scores are calculated using the demand assessment responses from stakeholders, also based on a scale of 1 (very low risk) to 10 (very high risk). The demand owner asks stakeholders to rate these risk areas:

- **Time delay –** Is the project susceptible to time delays? These can be caused by changes in technology, requirements of participating organizations, seasonal considerations, the need for policy approvals, or external influences. (Rate from 1–10.)
- **Business case –** Does this fulfill compliance and regulatory requirements?
  - 1 = The business case is compelling, value is extensively documented, *or* a business case is not required.
  - 5 = The business case provides a good demonstration of value; some details require further clarification.
  - 10 = The business case does not demonstrate value or is not complete.
- **Business expansion –** Does this require additional infrastructure or business expansion? (Rate from 1–10.)
- **Commitment –** Does this contain significant dependencies? (Rate from 1–10.)

Stakeholders should also consider whether:

- A senior project sponsor or management champion is engaged

- Stakeholders and partners are willing to reallocate resources if necessary

- Senior executive management oversight is in place

- Commitment from all stakeholders is confirmed

Another note about assessments: Don't over-burden your stakeholders with elaborate assessments for more minor, tactical demands. For example, don't require assessments that have a small T-shirt size. If you do, your stakeholders may suffer from "assessment fatigue."

INSIGHT 3:
Look for economies of scale in your demands

As demands start rolling in, demand owners sometimes focus too closely on each discrete demand and on assessing them individually. By doing so, they can overlook opportunities to combine demands into programs that address multiple user stories for a given business capability or business function. These missed opportunities can lead to overestimating resources in the resource plan and extra work in putting it together.

Best practice – Prioritize enhancements based on user stories

Prioritize the enhancements that take care of as many user stories as possible. As you review demands based on their value, risk, and size scores, if these are equal, give an edge to those demands and address a more significant number of user stories.

What to do next

By completing this step, you can now make fact-based decisions about how you'll deploy your development resources and align them to your business-related value drivers.

Now that you have visibility and control of your demands, it's time to move into proactive mode by working with your business partners to get *ahead* of demand requests. You'll build trust and credibility by learning about their business objectives—and when they change—and by using your knowledge of upcoming ServiceNow releases to propose demands that will anticipate their needs.

Step 3 – Align approved demands to business outcomes.

KEY INSIGHTS

- Develop background depth in your stakeholders' business outcomes to anticipate demands for digital transformation.
- Conduct a briefing tour at least once or twice per year to educate your business partners on ServiceNow capabilities.

You're now managing incoming demands effectively. You've established a regular cadence of demand reviews and are smoothly transitioning demands into projects, enhancements, defects, and changes. But here's the thing: you're still *reacting* to incoming demands. Raise your value to the business by getting ahead of the demand curve: Meet with your business partners regularly to understand their changing business objectives.

EXPERT TIP

As you prepare for meetings with your business partners, work with your ServiceNow team to learn about new capabilities in upcoming releases. Incorporate this knowledge into your conversations with the business to guide their demand requests and avoid unnecessary platform customization.

To align your approved demands to business outcomes, create a continuous feedback loop from strategic drivers to your ServiceNow roadmap, as shown in figure 4:
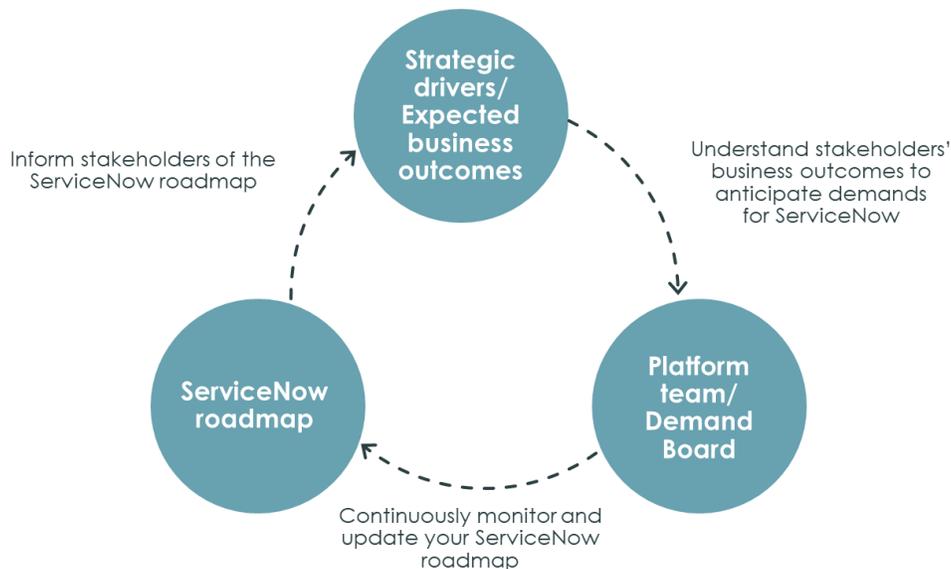

Figure 4: Align demands to business outcomes

1. **Use business unit strategic plans and key performance indicators (KPIs) to anticipate demand changes.**

   Business services support business outcomes, focusing on the right outcome metrics for the right cost. You can get ahead of new demands for services and ServiceNow functionality by understanding business unit strategic plans and key KPIs. Map these to capabilities and your current services and ServiceNow roadmap for effective demand conversations.

2. **Focus demand conversations on business needs.**

   Make demand management proactive, not reactive. Service organizations—and the ServiceNow platform team—should reach out to service consumers (business partners) to learn about their key business outcomes and propose solutions that encourage them to use ServiceNow.

   Focus your conversation with business partners on:

   - Making progress toward business outcomes, so you know where changes need to be made to the ServiceNow roadmap to ensure value realization

   - How employees are consuming services through ServiceNow

   Demand owners should take their cues from the executive steering board's strategic governance activities, especially regarding the ServiceNow roadmap and plans for activity sequencing for ServiceNow use, features, and functionality. This gives you better opportunities for demand conversations and helps business stakeholders understand the value that customization or change will bring to a platform or process.

Customer insights

Our customers' experience points to two key insights you should keep in mind to align demands to business outcomes.

INSIGHT 1:
Start conversations with business unit strategic objectives

When you meet with business partners, don't jump right into discussing their ServiceNow workflows before you take time to understand their current and future strategic objectives. If you're just learning about the process flows, you may not be able to create a "through-line" from a proposed demand to their objectives later on. Learning about their business objectives will give you additional insight into which new ServiceNow capabilities will provide the best business value.

Best practice – Develop background depth in your stakeholders' business outcomes.

Learning the background behind your stakeholders' business outcomes will help you anticipate their demands for digital transformation. Before you meet with stakeholders, your ServiceNow demand owner should review the annual reports or internally circulate strategic outcomes for the business units you're meeting with. Most of these outcomes fall into one of the following categories or strategic drivers:

- Cost reduction or reallocation, like shifting spending from "run" to "grow."

- Increase revenue

- Improve employee/customer experience

- Risk reduction

- Accelerated innovation

Sample business outcomes include:

- Reduce the meantime to prioritize and resolve incidents and vulnerabilities

- Reduce the backlog of security incidents and vulnerabilities

- Ensure protection of critical services

Link your new business KPIs and metrics that contribute to outcomes to current ServiceNow functionality to assess any gaps. These gaps can represent opportunities to propose enhancements or capabilities for demands that you anticipate in the near term.

For example, increasing the customer share of the wallet may involve improving the customer data available to call center agents for cross-sale and making that data usable. That may require more integration between ServiceNow and other critical systems.

When you make enhancements, communicate them to your strategic and portfolio governance functions—and ask them to review them—before you share them with your stakeholders. This way, you can avoid making commitments that your ServiceNow roadmap doesn't support.

Share your ServiceNow roadmap with your business partners

Your business partners are asking you to help them be successful. You can undoubtedly show value by being responsive to their demand requests, but you run the risk of staying a step behind them. You're also missing out on the perfect opportunity to incorporate what you know about upcoming ServiceNow capabilities and upgrades in your conversation—you may be able to address many demands simply by educating your partners on the capabilities they have today and will have with planned upgrades and extensions.

Best practice – Conduct briefing tours

Conduct a briefing tour at least once or twice per year to educate business partners on ServiceNow capabilities. In each briefing, give them information on your ServiceNow applications—like IT Service Management, IT Business Management, or HR Service Delivery—as well as on the Now Platform capabilities. Time these briefings before you upgrade so your business partners are familiar with the new capabilities to address emergent demands.

A great way to accomplish this is by scheduling a session in our Executive Briefing Center (EBC). ServiceNow built the EBC to engage in complex conversations with customers about their experiences and aspirations for automating business services. With an agenda customized around your goals, working with the EBC gives you in-depth exchanges with our business and technology experts to:

- Consolidate information gathering

- Provide valuable perspective on your strategy and initiatives

- Shape your ServiceNow roadmap

What to do next

By scheduling reviews with your business partners and anticipating their demand requests, you'll be able to deliver greater value and be more responsive to their demands. They'll see that you're focused on their strategic objectives, and you'll build greater trust—so you can become true partners in managing and shaping demand.

Make sure that you're documenting your successes. Success stories are great resources when you're ready to identify use cases to extend ServiceNow across the enterprise. Ask your successful business partners to serve as internal references for your efforts.

Step 4 – Increase velocity and plan future demand.

KEY INSIGHTS

- Before adopting Agile practices, define metrics to measure how increased velocity will impact your business objectives and demand management process.

Once you have visibility into your demands, you control the demand review and assessment process and their alignment to business objectives—and your demand board can increase your demand management velocity by borrowing from the Agile playbook.

Velocity does more than just allow your organization to arrive at demand decisions more quickly. When demand owners use Agile techniques, they can test for changes in the business climate more often and tie demand to capacity in near-real-time.

To improve the velocity of demand management, complete these action steps:

1. **Apply Agile practices to increase demand responsiveness.**

    To increase velocity, schedule daily demand board intake standups, review new demand requests, and provide updates on-demand enhancements.

2. **As the organization becomes more services-focused, shift responsibility for demand management to the service owner.**

    As the enterprise service management or transformation journey matures, decisions on service investment within a services-focused organization should be given to service owners because they're best placed to identify how and where to meet customer needs. Service owners have complete control over run-the-business (RTB) costs. At the same time, change-the-business (CTB) investments are decided across all services, based on the organization's strategy and defined value outcomes.

Customer insight

Keep this insight from our customers in mind as you apply Agile techniques to demand management.

INSIGHT:

Remember the total business impact as you incorporate Agile practices into demand management

Many organizations already using Agile practices tend to focus solely on increasing velocity without considering the total potential business impact of adopting Agile techniques into the demand management process.

Agile techniques often emphasize effectiveness over efficiency, so some techniques—like daily standups—might require more resources, on average, to make a decision. But the iterative nature of standups should, in theory, reduce the number of errors over time.

Best practice – Define metrics before adopting Agile

Before adopting Agile practices, define metrics to measure how an increased velocity will impact your business objectives and demand management process. Your metrics should measure your success in customer outcomes and the effectiveness, quality, and efficiency of your demand management process.

Table 5 shows examples of metrics that reflect both customer outcomes and demand management.

Customer outcomes	Demand management
% reduction in RTB costs	Time from Submitted to Qualified request
Net Promoter Scores (or similar) for the service from business stakeholders	% of rejected requests
	% or deferred requests
	Backlog (volume/length) for ServiceNow functionality, configuration, or customization

Table 5: Metrics used to assess the impact of improved velocity on business outcomes and demand management

What to do next

Using Agile techniques should be just that—using techniques like daily standups can help you improve your velocity and effectiveness. You don't need a complete overhaul of your demand management process. Evaluate and select strategies that can deliver improvements without substantial cost or organizational change management.

Revisit your demand management processes and revise them as needed, using either Agile techniques or standard process improvement tactics. Identify the bottlenecks that slow down your demand management process—training opportunities—as you onboard new demand requesters and stakeholders.

The takeaway

A structured process to gather, evaluate, and approve demand requests helps you capture ServiceNow's full value while managing risks and limited resources. Good demand management is not a matter of triage or saying "no." Still, a means to ensure that your resources are aligned to the organization's most important priorities and risk profile. The most successful demand management teams will foster a strategic relationship with their internal ServiceNow users to anticipate and address their needs most effectively.

What does "good, better, best" look like for this activity?

Good – You've created a consolidated demand intake process and only prioritize demands captured through that process.

Better – You've established a fact-based demand prioritization and approval process that accurately estimates resource requirements and aligns demands to business outcomes.

Best – You've anticipated business demand by scheduling ongoing meetings with your business partners and reflected their business outcomes in your demand backlog.

What should I convey to my team?

Demand management isn't about saying "no." A good demand management process builds a strong relationship with business partners and brings them the capabilities most needed to advance their business needs.

For access to actionable insights on this topic, review our Customer Success Center resources.

If you have any questions on this topic or would like to contribute to future ServiceNow best practice content, please contact us at best.practices@servicenow.com.

Appendix

Key performance indicators (KPIs)

To determine if you performed the actions in this Success Playbook effectively, measure the following top KPIs:

- *Total number of Approved demands* – This metric helps determine the future workload of project delivery.

- *Percentage of demands that move to Approved* – This metric determines the percentage of demands that move to the Qualified state. A high percentage of Qualified demands may indicate future investment requirements.

- *Percentage of demands that move to More Information* – This metric indicates that the quality of documented ideas may be low, indicating possible training needs.

- *Backlog (volume/length) for ServiceNow functionality, configuration, or customization* – This metric provides insight into the efficiency of your demand management process.

- *Voice of the Customer and Net Promoter Scores for services* – This metric can provide an indirect indicator of whether the services offered through ServiceNow meet demands for functionality and experience.

Stakeholder management

Use this chart to identify which stakeholders need to be held *responsible/accountable* and who need to keep *consulted/informed*.

Responsible/accountable stakeholders:	Key messaging:
• Chief information officer/senior IT leadership • Service owner/team • Enterprise architecture • Now Platform owner	• Report on the status of demands approvals. • Report on the status of demand assessments. • Request completion of demand assessments.
Consulted/informed stakeholders:	Key messaging:
• Business engagement teams • Business partners (internal and external) • All IT staff (mainly help desk) • Vendors	• Announce the disposition of submitted demands. • Request completion of demand assessments.

Related resources

- Success Checklist – Manage platform demand

- ServiceNow Demand Management

- ServiceNow Product Documentation on Demand Management