How do I evaluate demands using ServiceNow?

Questions addressed:

- Why score demand?

- How should I evaluate demands?

- What criteria should I use to score demand?

- Who is involved in scoring demand?

- What scoring questions can I use?

- How do I use scoring to inform decision-making?

If you have any questions on this topic or you would like to be a contributor to future ServiceNow best practice content, please contact us.

Demand evaluation is a critical part of every demand management process. With demand evaluation, you can assess the value and risk of demands and your capacity to undertake the work so you can approve the right investments at the right time. Well-designed demand evaluation supports data-driven decision-making with different types of data collected from a broad set of stakeholders. Find additional information about managing platform demand on the Customer Success Center.

How should I evaluate demands?

We recommend evaluating and prioritizing demands using demand scoring, which uses objective data, so all demands are evaluated against the same criteria

ServiceNow® supports **three different types of demand scoring** (described below and on pages 2 and 3). We recommend starting with ranked scoring—the easiest, lowest maturity approach—and maturing your approach over time.

1 RANKED SCORING (low maturity)

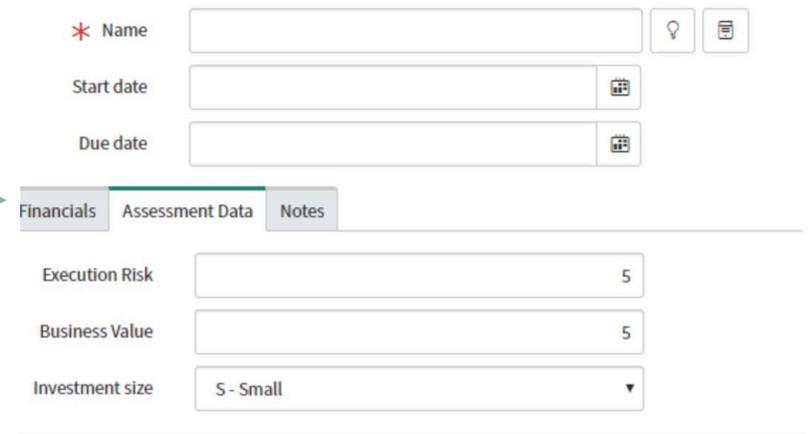**Demand manager scores criteria on a scale of 1–5 for each demand.**

Scoring criteria: Business value, execution risk, and investment size

How does ranked scoring work?
1. You create a field in your demand form for each scoring criteria (business value, etc.). See Figure 1.
2. To submit a demand form, the user needs to rank their demand on a scale of 1–5 for each criteria.
3. The demand manager (a project/portfolio manager from IT or a business area) verifies the rankings.
4. Ranking provides scores to evaluate across demands.

Pro: Easy to implement and execute
Con: Ranking is highly subjective based on demand manager judgement

Figure 1. ServiceNow demand form with fields to rank "business value," "execution risk," and "investment size" criteria.

How do I evaluate demands using ServiceNow? (Cont.)

How should I score demand? (Continued)

2 QUESTION-DRIVEN SCORING (medium maturity)

An average score is calculated for each demand based on the demand manager's response to predefined questions.

Scoring criteria: Business value, execution risk, and investment size (same as ranked scoring)

How does question-driven scoring work?
1. You define 3–5 questions for each criteria to collect information about how a demand meets that criteria with a weight attached to each question. See the table to the right.
2. Attach a score to the response choices for each question. See the "Answer choices (and sample scoring)"column in the table to the right.
3. List these questions on the demand form.
4. To submit a demand form, the user needs to answer all questions.
5. A weighted average score is generated for each criteria, according to weights and scores attached to each question, for the demand.
6. These scores are used to evaluate across demands.

Pros:
- Easy to implement with some configuration
- More objective than ranked scoring

Con: User needs to input more data for each demand

What scoring questions can I use?

Criteria	Questions (and question weights)*	Answer choices (and sample scoring)**
Execution risk	Is funding approved for this effort? (45%)	• No – This is a new funding request (1) • Yes – Funding will be drawn from a preapproved pool (3) • Yes – Funding has been demarcated for this initiative (5)
	Does this demand depend on the availability of key resources? (20%)	• No (1) • Yes (5)
	Does this demand depend on other projects or demands? (20%)	• No (1) • Yes (5)
	Does the organization have experience with successfully executing similar projects? (15%)	• No – Never done before (1) • Yes – Been done but rarely (3) • Yes – We do this all the time (5)
Business value	Is there a regulatory or compliance reasons to undertake this project? (25%)	• No (1) • Yes (5)
	Does the business case outline financial benefits with a high degree of confidence? (25%)	• No (1) • Yes – Fairly confident (3) • Yes – Very confident (5)
	Does this project align with strategic priorities of the organization? (25%)	• No (1) • Yes (5)
	Does this project deliver capabilities that benefit significant number of users? (25%)	• No (1) • Yes (5)
Investment size	What investment—by t-shirt size—do you think is required to do this?	XS: $0–50K; S: $50K–$250; M: $250K–$750K; L: $750K–$2.5M; XL: $2.5M–$10M; XXL: >$10M*

* Sizes vary across organizations

How do I evaluate demands using ServiceNow? (Cont.)

How should I score demand? (Continued)

3 ASSESSMENT SCORING (high maturity)

Use the ServiceNow assessment feature to seek input from multiple stakeholders.

Scoring criteria: Business value, execution risk, and investment size, plus any other criteria required to suit your specific evaluation needs. Limit the number of criteria and keep them as simple as possible.

How does assessment scoring work?

1. You define one or more questions for each criteria to collect information about how a demand meets that criteria with a weight attached to each question.
2. Attach a score to the response choices for each question.
3. When a demand is submitted, ServiceNow sends an assessment survey to the set of stakeholders you assign to reviewing demands. Each portfolio can have a different set of stakeholders to review demands relevant to their portfolio.
4. Stakeholders complete the assessment by answering the questions you defined for each criteria.
5. A weighted score is generated for each criteria by averaging responses from all assessments.
6. These scores are used to evaluate across demands.

Pros
- Objective, collaborative scoring by sourcing stakeholder input via assessments
- Automatic collection of stakeholder input

Cons
- Need buy-in and engagement from a broader set of stakeholders
- Significant effort to design assessments, process, and technical configuration*

How do I use scoring to inform decision-making?

The output of demand scoring (for all scoring types) can be displayed in the ServiceNow Demand Workbench (see below), which provides a central location for viewing and assessing business demands.

Demand Workbench visually depicts scores across all qualified demands and the three recommended criteria.

The demand bubble's position in the Workbench visual is determined by plotting its business value (y-axis) and execution risk (x-axis) scores. The investment size scores are represented by the size of the bubbles (larger bubble = larger investment size).

* Use out-of-the-box ServiceNow functionality to create assessments and get input from stakeholders. Engage your implementation team for advice on configuring assessment criteria and selecting stakeholders.

Appendix: Full comparison of demand scoring types

Scoring type	Ranked scoring	Question-driven scoring	Assessment scoring
Maturity scale	Low	Medium	High
Scoring criteria	Three criteria – Business value, execution risk, and investment size		You can select more than three criteria with each criteria consisting of weighted metrics.
Scoring method	Each demand is ranked on a scale of 1–5 for each criteria.	• Each criteria has 3–5 questions with a weight attached to each question. • Response choices for each question will have a score attached to them (e.g., Yes = 5; No = 1) • A weighted average score is generated for each criteria	• Each metric has one or more questions with scores attached to each question • A weighted average score is generated for each criteria
Scored by	Project/portfolio manager (from IT or business area)		IT and business stakeholders (via assessments)
System configuration	Each criteria is a field in the demand form, and the user selects a number (guidance is provided as a tool tip).	• All questions are listed on a demand form. • Calculations are configured in the system.	• Assessments are created for a category and assigned to stakeholders. • Calculations are configured in the system.
Pros	Easy to implement and execute	• Easy to implement with some configuration • Objective scoring due to questions	• Objective, collaborative scoring is by sourcing stakeholder input via assessments. • The system automatically collects stakeholder input.
Cons	• Stakeholder input is 'manually' collected • Highly subjective	• Stakeholder input is manually collected. • More data entry is needed by the portfolio or project manager.	• Gain buy-in and engagement from a broader set of stakeholders. • This requires significant effort to design assessments, process, and technical configuration.