Toolkit: How to Rank and Prioritize Your Use Cases With a Gartner Prism

Published 27 April 2021 - ID G00732696 - 5 min read

Farhan Choudhary

Initiatives: Artificial Intelligence; CIO Leadership of Innovation, Disruptive Trends and Emerging Practices; Financial Services Technology Modernization and Transformation; Healthcare and Life Science Digital Transformation and Innovation; Manufacturing Digital Transformation and Innovation

> This Toolkit allows data and analytics leaders to create new prisms for any domain required. We show the steps from framing a domain, to selecting business value dimensions, to scoring and refining use cases, enabling improved storytelling, engagement and decision making across IT and the business.

Additional Perspectives

- Summary Translation: Toolkit: How to Rank and Prioritize Your Use Cases With a Gartner Prism
(14 May 2021)

When to Use

This document was revised on 11 June 2021. The document you are viewing is the corrected version. For more information, see the Corrections **page on gartner.com.**

Overview

This toolkit was created to help clients collect, score and prioritize use cases of technology, such as AI, to help business and IT agree on the most important ones. (Figure 1 shows a completed prism, taken from Gartner's Infographic: AI Use-Case Prism for B2B Sales).

For a refresh on how to interpret the elements of a Prism use case presentation, see Uncovering Artificial Intelligence Business Opportunities in Over 20 Industries and Business Domains and especially Understanding Use Case Prisms for Prioritizing Artificial Intelligence Investments.

Figure 1: Prisms Are a Framework to Show What's Valuable and What Should Be Avoided

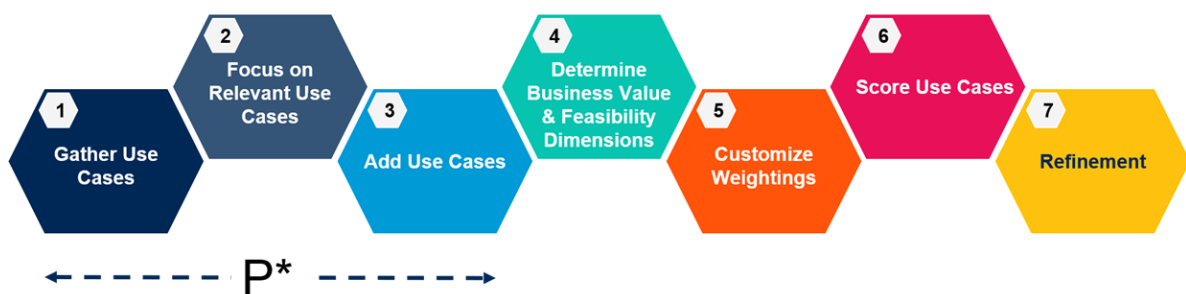**Prisms Show What's Valuable and What Should Be Avoided**
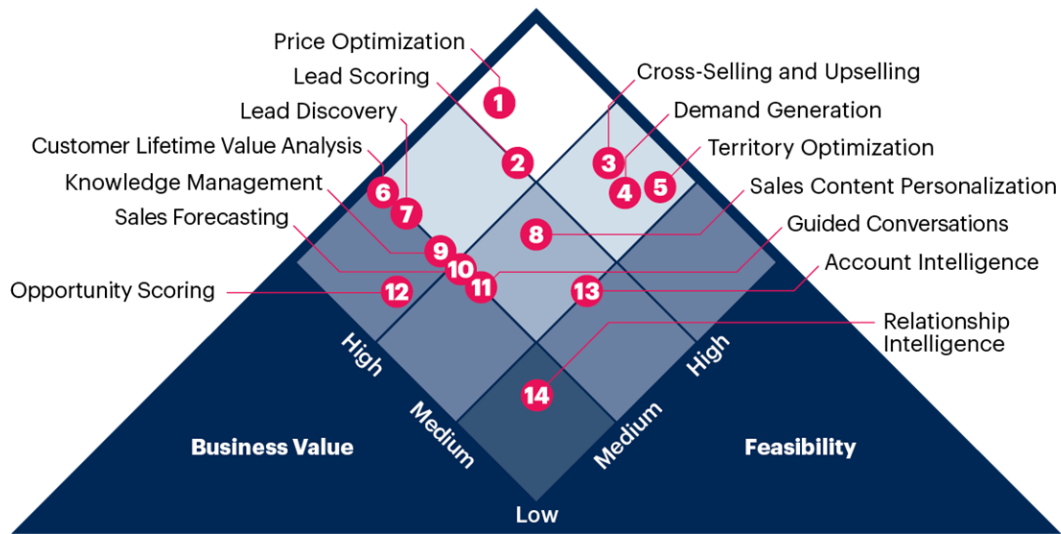
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To understand how to navigate this line of research more effectively, see Figure 2.

Figure 2: How to Build Your Own Prism

The Prism Workflow

* P = Pipeline
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Directions for Use

1. Gather use cases: One of the most important steps early on is the ideation phase. Here, ideas are being sourced, but also formulated. See the attached slide deck (Section 1 "Gather Use Cases") for how to name these use cases and how to choose the level of granularity that will best allow for powerful visual storytelling. The over 200 already-published use cases are also a great source of examples (see Uncovering Artificial Intelligence Business Opportunities in Over 20 Industries and Business Domains).

2. Focus on the most relevant use cases: The prism visualization is only suitable for about up to 20 use cases. Otherwise, it simply becomes too crowded and loses its storytelling power. If need be, the total set of use cases should be split into subgroups (e.g., front office versus back office) and be subjected to the prism evaluation methodology separately.

3. Add the use cases: Insert the use cases into the prism template, and add descriptions into the "Step 1 - Fill in Details" tab of the template (see Section 3 "Add Use Cases" in the attached slide deck). Adding short and concise descriptions of the use cases is important, so that everybody involved can get a good understanding of what the use cases are about.

4. Determine the business value and feasibility dimensions: The template is already initialized with the most common business value dimensions (e.g., cost efficiency, revenue optimization and customer experience). See Section 4 "Determine Business Value & Feasibility Dimensions" in the attached slide deck, and check the various published use case prisms for more options. Similarly, we have initialized the prism template with the most common feasibility dimensions. The key question here is, "How different are the measures of value and/or feasibility to my organization against the norm?"

5. Customize the weighting: Finally, the "Fill in Details" tab allows each business value or feasibility component to have an individual weighting, so that your organization's specific strategic priorities can be incorporated. For example, if the COVID-19 pandemic has squeezed budgets, cost-optimization should be weighted higher to reflect your mission-critical priorities. Just make sure the weightings for each scorecard sum up to 100%.

6. Score use cases: All details entered so far feed into the "Step 2 - Scoring" tab of the template. See the attached slides (Section 6 "Score Use Cases") for how to score each use case. The actual scoring can be done either via a large team effort, through crowdsourcing, or by having one small team take the lead and then subject the output to subsequent refinement steps. **It is important not to overthink the scoring.** The relative ranking of the use cases is much more important than the precision of the scoring. Also, the scores have no monetary meaning. So, it is better to go with one's intuition and allow for a good spread of the scores, rather than have the scores clustered in one corner of the prism.

7. Refinement: Once you are done with an initial round of scoring, the result of the prism layout can be found in the"(VIEW) Prism" tab in the template. This result may not necessarily meet everybody's expectations. tThus, debating and refining the scoring might be appropriate. This is the time to shake group-think. A peer review from subject matter experts helps strengthen the message. Also consider the distribution of use cases: This is a key step inbuilding the narrative you will take to sponsors and stakeholders. See the attached slide deck (Section 7 "Refinement") for typical interpretations.

P for pipelining: The construction of the pipeline as the second prism element can be done during any of the steps (see Figure 3). In the attached slides, we address the pipeline in Slide 21. We recommend that this be considered as early on in the process as possible (Steps 1 through 3). The prism pipeline can also serve to evaluate, prioritize and consume the use cases better. For example, use cases stretching across domains can offer larger business benefits or be more complex to implement, given that more stakeholders will need to participate.

In addition to the blank prism template, the attachments also include a completed example, taken from the B2B Sales Use Case Prism.

Figure 3: Prism Pipeline

Prism Pipeline
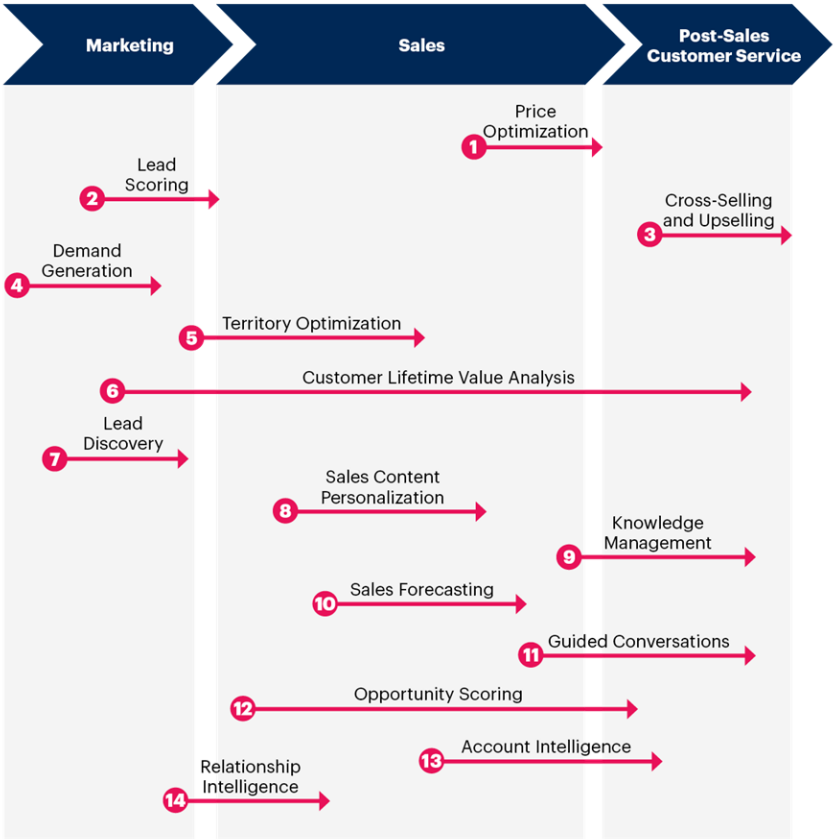
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Table 1: List of Tools

Tools ↓	Descriptions ↓
Gartner Use Case Prism Template	This is the blank Excel template where you can add your use cases, dimensions and weightings. The final prism output is also in this template.
Toolkit Slides: Build Your Own Prism	These PowerPoint slides act as a companion to the prism template. There are worked examples for every step of the process.
Gartner Prism Example: B2B Sales Use Case Prism	This is an example of a completed prism template, populated with the use cases and scoring from Gartner's Infographic: AI Use Case Prism for B2B Sales.

Source: Gartner (April 2021)

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Recommended by the Authors

Uncovering Artificial Intelligence Business Opportunities in Over 20 Industries and Business Domain

Understanding Use Case Prisms for Prioritizing Artificial Intelligence Investments

Infographic: AI Use-Case Prism for B2B Sales

Toolkit: How to Optimize Business Value From Data and Analytics Investments … Finally

Toolkit: Workshop to Identify the Right AI Use Cases for Your Organization

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