

Best practices for translating **ServiceNow** data into executive-level business impact

Welcome! We're glad you're here.

SEPTEMBER 1, 2026

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Topics we'll explore

1. Why value conversations stall and how to move them forward
2. The executive translation framework
3. From technical metrics to executive stories
4. What leaders actually want to hear
5. Build your executive narrative
6. Q&A

Meet your speakers

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**The Estée Lauder
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Flexera

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Housekeeping



We're recording this session!

Don't worry about taking notes, we'll send you the recording and any helpful resources after the webinar.



Mics and cameras off

To keep things running smoothly, attendee microphones and cameras are turned off during the session.



If something sparks an idea, share it in the chat.

Got a question? Pop it into the Q&A tab. That's usually where the good stuff happens.

Let's start with your perspective

**Which is hardest
for your team to
demonstrate to
leadership?**

Cost savings/cost avoidance

Risk reduction

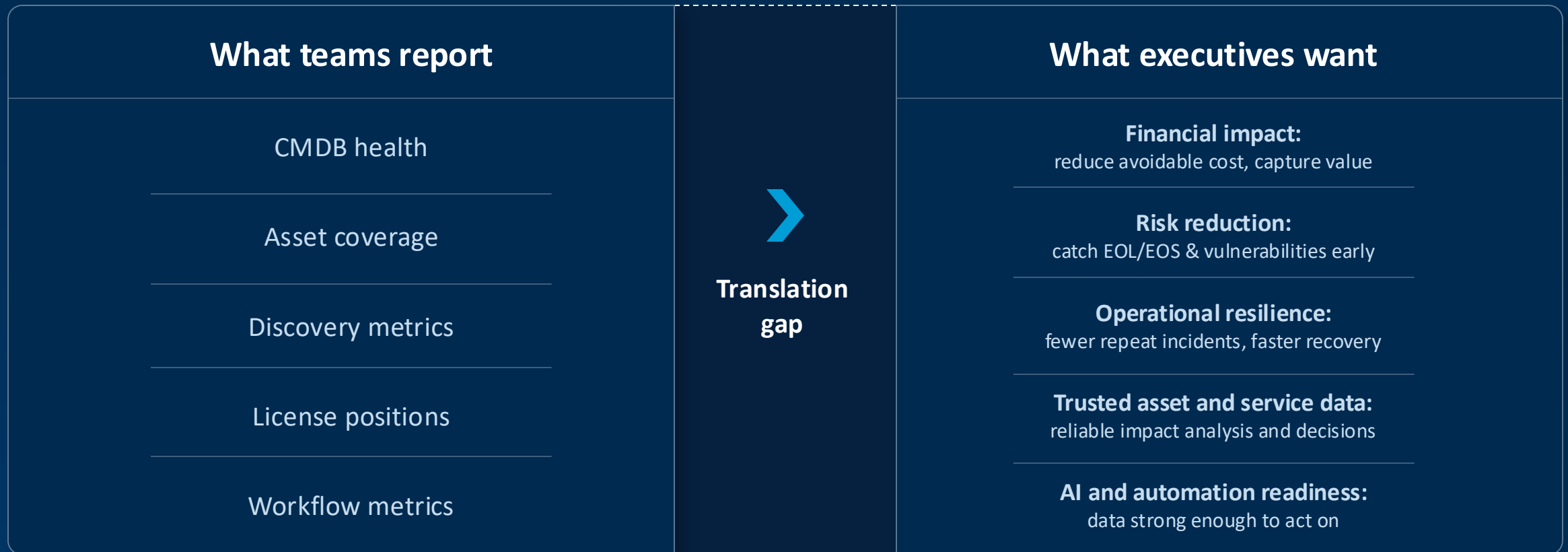
Operational resilience

Value of better data

Why value conversations stall and how to move them forward

Flexera 2026 IT Priorities Report:

90% of IT leaders say teams have the data they need—yet 94% must still invest more to turn it into value.



Key message: Great technical work stalls when it is described in technical terms, not business outcomes.

The executive translation framework

1

Start with the decision or business problem

What's leadership trying to decide, avoid, fund or accelerate?



2

Connect the evidence

What did the data reveal, and why should we trust it?
Normalization, lifecycle intelligence, ownership, service relationships and software intelligence.



3

Quantify the outcome

What does it mean in cost, risk, resilience, productivity or speed?

Executives don't fund technology activities. They fund business outcomes.

Four outcomes executives actually fund



Cost optimization

Reduce avoidable spend and capture value from technology you already own.



Operational resilience

Fewer repeat incidents and faster recovery when issues hit.



AI and automation readiness

Data trusted enough to act on—and to automate with confidence.



Risk reduction

See end-of-life, end-of-support and vulnerabilities before they bite.

From technical metrics to executive stories

Technical

“CMDB completeness increased from 75% to 95%.”

Operational

“Incident and change teams have fewer unmatched CIs and can identify affected services faster.”

Executive

“We reduced the time and uncertainty in assessing technology impact—lowering operational risk and returning capacity to incident and change teams.”



Each level is true

only the top one belongs in an executive meeting.

Only **31%** of organizations can fully see their AI software

Yet investment is racing ahead of the ability to govern it. That gap is the executive story.

Source: Flexera 2026 State of ITAM Report

The value equation

Turn operational change into a defensible business-value conversation



Source: 2026 Flexera State of ITAM report

flexera Quantify what you can. Use external benchmarks for context, then validate the customer-specific inputs.

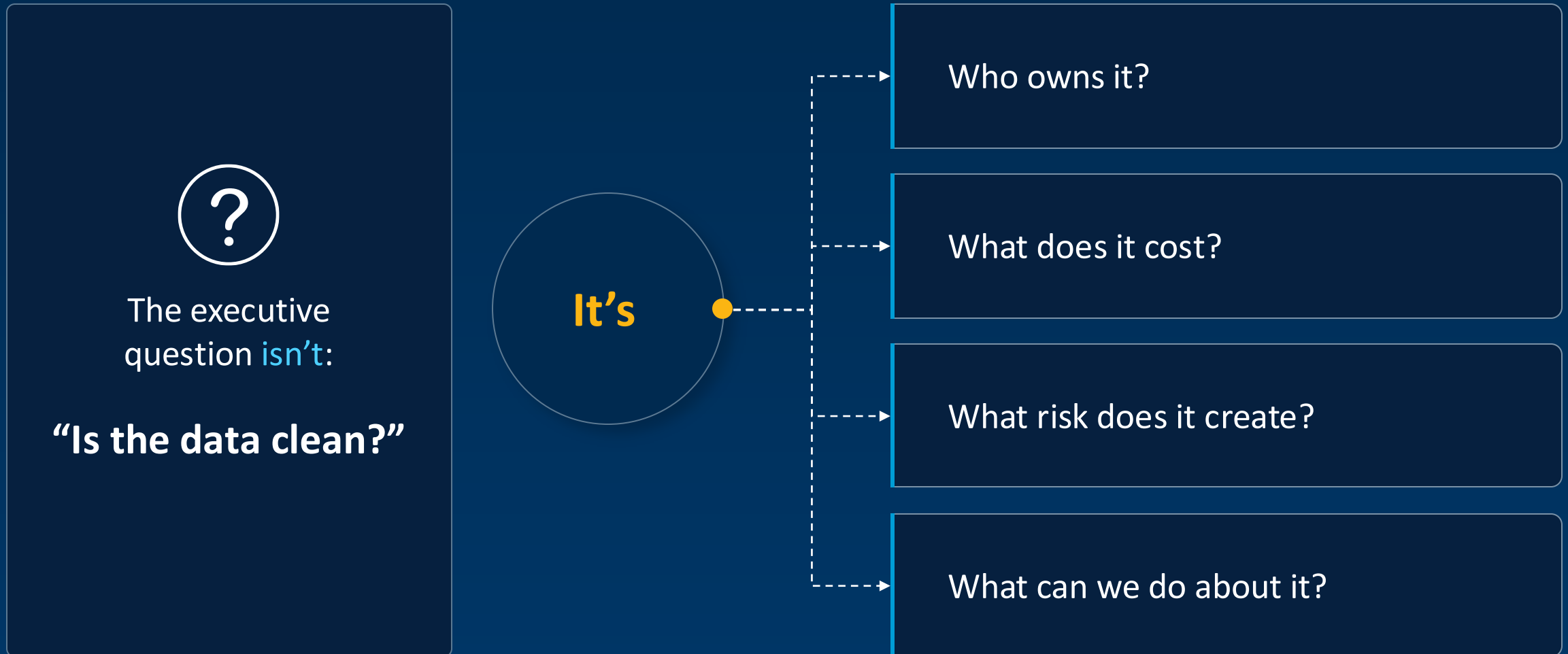
What's your experience?

Put one technical metric your team reports today into the chat.

CMDB completeness, discovery coverage, EOL exposure,
license position, MTTR, whatever it is.

We'll pick one
and translate it live with Mary.

What leaders actually want to hear



Build your executive narrative



**Don't lead with
the data.**

**Lead with the decision
the data enables.**

The strongest technology leaders don't just report what's happening—they tell leaders what it means and what to do next.



Key takeaways

Lead with the decision, not the data

Executives fund outcomes, not activities. Open with the decision your data enables.

Translate every metric

Business problem, then operational insight, then business outcome.

Trusted data is the foundation

Normalization, lifecycle intelligence, and accurate CMDB records make the story credible.

Make it repeatable

Use the executive champion narrative for any initiative, not just ServiceNow.

Q&A

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Thank you

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About Flexera

Flexera helps organizations understand and maximize the value of their technology, including the rising costs and risks introduced by AI, saving billions of dollars in wasted spend. Our Flexera One platform connects the dots between what technology you have, how it is used, what it costs, and where it creates risk, helping teams take control of the increasingly complex IT estate across cloud, SaaS and on-premises. We are leading the way to unify IT asset management, FinOps and SaaS management with high fidelity data from Technopedia, our proprietary reference library of technology asset data, and intelligent automation fueled by AI. That's why thousands of global organizations rely on the Flexera One platform and Technopedia. Learn more at flexera.com

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