INTERVIEW INTELLIGENCE BRIEF · ACCOUNT EXECUTIVE

ServiceNow, Inc.

NYSE: NOW · HQ SANTA CLARA, CA · FY ENDS DEC 31

PREPARED FOR: NYC · HYBRID OR ON-SITE · MINIMUM BASE $140,000 · NO POSTING LINK GIVEN · DATA AS OF OCTOBER 31, 2026

THE CALL · YOUR SEAT

PURSUE

Pursue it as a hunt if the territory is companies new to ServiceNow; if it is existing customers, it is a CRM cross-sell seat. Which one is not public (03). Company 4.0 / 5 (07); the only hunter posting in New York.

YOUR SEAT

Sr. CRM AE

BUSINESS SERVICES · NYC · HYBRID · J2

Sells ServiceNow's own CRM and customer-service software, not the CRM tool a seller uses. Posted Oct 29. Base $139,400–$230,000 against your $140,000 floor; OTE not posted. J2 ■ FIRM

HUNTER POSTINGS

1 NYC

16 US

■ BOTTOM LINE · GO IN KNOWING

Go in knowing: how the territory is built. If it is existing ServiceNow customers, this is CRM cross-sell alongside Client Directors, not new-logo hunting, and deal size, cycle and crediting all change. Ask it second, after level (section 02, question 2).

■ THE SCORES · COMPANY 4.0 / 5, THE SALES TEAM AND THE SEAT EVIDENCE

▸ NOTICE Sales support is the lowest score, 3 of 5, and territory is the thinnest evidence: not public. S58, S6, J2

5 / 5	3 / 5	4 / 5	4 / 5	4.0 / 5
PRODUCT-MARKET FIT	SALES SUPPORT	COMPANY AND MARKET	CULTURE AND LEADERSHIP	COMPANY SCORE
Subscription +21% in Q3; 98% renewals; 680 customers above $5M a year. S2, S4	45 open presales postings, but sales ops is "down significantly." S58, S6	FY2025 revenue $13.3B, +21%; GAAP margin 9.4% in Q3. S7, S2	CEO contracted through 2030; three senior sales exits in 2025. S11, S10, S18	5 + 3 + 4 + 4

SALES-TEAM SCORECARD (10) **LEANS YES** investment ▲ LEANS POSITIVE · stability ◆ MIXED · demand ▲ LEANS POSITIVE

HOW FIRM THE SEAT EVIDENCE IS (07) Is it a hunt ◐ MIXED · Product ◐ MIXED · Pay ◐ MIXED · Territory ⌀ NOT PUBLIC · People ○ THIN

IN THIS BRIEF · COLOR = CHAPTER

01 Your seat
02 Your interview sheet
03 Is this a real hunt?
04 Pay
05 The people and the team
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07 Scores
08 How it makes money
09 How they sell
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11 Strategy and trigger events
12 Competition
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A Appendix
§ Limits and Sources

01 Your seat

THE SWING QUESTION, AND WHAT ELSE DECIDES IT

THE SWING QUESTION · ⌀ NOT PUBLIC

Does J2 hunt companies new to ServiceNow, or sell CRM into existing customers?

▲ EVIDENCE FOR A HUNT
companies new to ServiceNow

The posting's own words: “identify, qualify, and close new business opportunities”; “Drive pipeline generation activities through strategic prospecting”; “within a designated territory.” J2 ■ FIRM

J2 is classed hunter: its lead asks are new business and prospecting. It is the only hunter posting in New York, one of 16 in the US. J1-J23 ◆ INTERP

No posting names accounts, a hand-off or a rule for accounts a Client Director owns. J2, J1 ⌀ NOT PUBLIC

◆ EVIDENCE FOR CROSS-SELL
customers that already run ServiceNow

“New business” also describes existing-account work: the New York Client Director must “produce new business with a defined set of ServiceNow's largest existing accounts.” J1 ■ FIRM

J2 never says “net new logo” (the New Logo seats do: “continue to focus on net new logo accounts”) and adds “footprint” wording. J2, J4, J5 ■ FIRM

Q4 2025: 9 of 244 deals above $1M were new logos (one quarter, large deals only); renewal rate 98%. S59, S4 ■ FIRM

Management puts CRM at $2B ACV and in 16 of the top 20 deals (Q2 2026), on the platform existing customers already run; a Forrester analyst estimated about $1B. S82, S36 ▲ COMPANY SAYS

Forrester: ServiceNow CRM “doesn't necessarily compete with Salesforce's CRM head on”; no named customer has publicly replaced Salesforce with it. S80, S79 ○ THIN

■ FIVE TESTS OF THE SWING QUESTION · DETAIL IN SECTION 03

▸ NOTICE Three of the five tests point to cross-sell, one to a hunt, one is not public. J2, J1, J4, J5, S59, S4, S82

1	2	3	4	5
The seat's own words	The same words elsewhere	How big deals are won	Fit with existing customers	Who owns the account
▲ HUNT	◆ CROSS-SELL	◆ CROSS-SELL	◆ CROSS-SELL	○ NOT PUBLIC

VERDICT

OPEN QUESTION

◐ MIXED

The posting's words read as a hunt; ServiceNow's own wording and deal mix lean to existing customers. **The one fact that settles it:** the territory's account list, and how many of those accounts already run ServiceNow (section 02, question 2). J2, J1, S59

▲ LEANS FOR THE SEAT

Management puts the CRM business at $2B ACV; a Forrester analyst estimated about $1B. S82, S36 ◐ MIXED

▼ LEANS AGAINST

The floor sits $600 under your minimum. Every CRM growth figure is management's, and Forrester has said ServiceNow CRM “doesn't necessarily compete with Salesforce's CRM head on.” The 2026 acquisition money went to security. J2, S82, S80, S3 ◐ MIXED

WHAT ELSE DECIDES IT

(1) What the territory holds: new-to-ServiceNow companies or existing customers. (2) Who is credited when CRM sells into a Client Director's account. (3) The level, OTE and split behind the band. (4) The manager and the team's tenure. (5) How very large deals are paid. None is public; the questions on section 02 ask each. Also not public: whether 2026 cuts touched New York or CRM. Team size and tenure are not public either (05). ⌀ NOT PUBLIC

KEY · FULL KEY ON PAGE 3 ■ FIRM ◆ INTERP ▲ COMPANY SAYS ● BENCHMARK ○ THIN ◐ MIXED ⌀ NOT PUBLIC ≠ Conflict ▲ LEANS POSITIVE ◆ MIXED ▼ RED FLAG ○ NOT FOUND S J tags jump to the Appendix and Sources

HOW TO READ THIS BRIEF	COLOR + SHAPE = WHAT KIND OF CLAIM
SOURCE TAGS	S filings, news, reviews, benchmarks J job postings · blue tags point to sources in the Appendix
TYPE OF CLAIM	■ FACT unmarked sourced claims are facts ◆ INTERP our reading ▲ *self-reported* not independently verified ≠ Conflict sources disagree
HOW FIRM EACH READ IS	■ FIRM filed or primary record ▲ COMPANY SAYS ● BENCHMARK market, not this company ○ THIN one review, one report or a snapshot ◐ MIXED firm and soft evidence together ⌀ NOT PUBLIC no public source
VERDICTS	▲ LEANS POSITIVE ◆ MIXED / PARTIAL ▼ RED FLAG ○ NOT FOUND pills with a ▲ ◆ ▼ ○ glyph = verdicts; small outlined tags = claim types
CALLOUTS	■ → SO WHAT tinted box, solid bar = what it means ■ BOTTOM LINE double-ruled box = the call or verdict ▸ **Notice** one-line takeaway under each chart

02 Your interview sheet

WHAT TO ASK, WHAT YOU'LL BE ASKED, THE DATES

SIX QUESTIONS TO ASK, IN ORDER

1 LEVEL AND BASE

"Which level is this role, and where in the $139,400–$230,000 range does that level start?"

The band spans $90,600 and starts $600 under your floor (04).

▲ GOOD SIGN
A named level and a band that starts at or above your floor.

▼ RED FLAG
"We'll figure out level after the interviews," or a level whose range starts well below $140,000 or tops out near it.

2 WHAT THE TERRITORY HOLDS

"What is in the Business Services territory: named accounts or open whitespace, and how many already run ServiceNow?"

Decides whether this is a new-logo hunt or CRM cross-sell (03).

▲ GOOD SIGN
A named-account list, mostly companies not yet on ServiceNow, with a count.

▼ RED FLAG
"You'll partner with the Client Directors on their accounts": that is cross-sell, not a hunt.

3 CREDIT INSIDE EXISTING ACCOUNTS

"When I sell CRM into an account a Client Director owns, who carries the quota credit, and is it split?"

Client Directors own the largest existing accounts; J2 states no rule (03).

▲ GOOD SIGN
Full or shared credit written into the plan, with a clear rule for overlap.

▼ RED FLAG
"It depends on the deal" or "the Client Director owns the number."

4

OTE, SPLIT AND QUOTA

"What is the target OTE, the base/variable split and the annual quota, and what share of the New York CRM team hit plan last year?"

Not posted for any ServiceNow seat; the Betts NY/SF market range for Enterprise AEs is $300K–$370K (04).

▲ GOOD SIGN
A specific OTE, split and quota, and a team attainment figure.

▼ RED FLAG
Only "competitive OTE," or no idea what share of the team hit plan.

5

VERY LARGE DEALS

"How are very large deals paid: any cap, retroactive quota change or clawback?"

A 2026 commission suit alleges a seller was asked to accept a retroactive quota increase after outsized federal deals, refused, and lost the commissions; it is in arbitration (13). Ask neutrally; if you raise the suit at all, do it with the recruiter or at offer stage, not in a first round.

▲ GOOD SIGN
A written rule for large deals: no cap, or a stated accelerator schedule.

▼ RED FLAG
Case-by-case review, or quota "adjusted" after the deal closes.

6

TEAM AND COVERAGE

"How many CRM AEs are in New York, how long has the team been together, and what Solution Consulting and partner coverage does this territory get?"

The public record stops above J2's manager; the team's size and tenure are not public (05).

▲ GOOD SIGN
A team count, how long people have stayed, and named presales coverage.

▼ RED FLAG
"The team is still being built" with no manager named, or shared presales across many sellers.

Each closes a gap that decides the seat; the section in brackets holds the evidence. Good signs and red flags are our reading of what each answer means for a hunter. ◆ INTERP

THREE QUESTIONS YOU ARE LIKELY TO BE ASKED

"Walk me through a deal you closed, from prospecting to close."

ANGLE FROM THE BRIEF

One of three questions reported word for word (London, 2025). Numbers carry it: pain, ROI, who signed, cycle, your role against Solution Consulting. S66 ◆ INTERP

"How do you territory plan?"

ANGLE FROM THE BRIEF

Reported in a Nashville account (Apr 2025). J2 asks for "territory and account plans," and the territory's mix (03) shapes the answer. S66, J2 ◆ INTERP

"How would you win a CRM deal against Salesforce?"

ANGLE FROM THE BRIEF

Forrester's line is that ServiceNow wins on workflows across front, middle and back office in complex industries, not head on in sales CRM. Moody's is the hard case. S80, S72 ◆ INTERP

WHY FORECAST MATTERS NOW

ServiceNow guided Q4 cRPO growth to 18.5%, below Q3's 20.5%, and after-hours quotes fell 17–19% on the results. S2, S4, S5, S44 ServiceNow's New Logo AE posting asks for "keeping accurate forecast your territory." J4 Have one example of a quarter you forecast and landed, with the numbers. ◆ INTERP

BEFORE THE INTERVIEW

Nov 12 · Nov 17 SVP/GM Josh Kahn at the BMO and RBC conferences

Dec 8 · Dec 9 CFO Gina Mastantuono at the Wells Fargo and Barclays conferences

Dec 14 the last California WARN notices take effect

Dec 31 fiscal year-end

The Q4 results date is not set; Q4 2025 results came Jan 28, 2026. S2, S53, S7

SHORTLIST VIEW · SERVICENOW AGAINST THREE PEERS

◆ double edge = our verdict ◆ INTERP ✕ heavy red edge = live dispute plain = filed or posted record

SAME TEN CHECKS	SERVICENOW	SALESFORCE	HUBSPOT	ZENDESK
Hunter seats open in your area	1 in NYC (J2); 16 hunter postings US-wide J2	At least 1 clear hunter seat among 8 NYC AE postings seen; full count not readable S96, S97	0 in NYC; 2 hunter seats "Remote - USA" (Enterprise, Mid-Market) S116	At least 1 confirmed for the NY metro (R35391); up to 4 open to NYC S105, S106
Best-matching seat · posted pay	Sr. CRM AE – Business Services, hybrid · base $139.4K–$230K J2	Enterprise AE – Financial Services, in-office · base $135.3K–$272.6K S97	Account Executive – Enterprise, remote · $264K total cash (base plus target commission); no base posted S117	Enterprise AE – Hunter, NY metro remote · OTE $283K–$425K at 50/50, so implied base $141.5K–$212.5K S107
Is it a real hunt?	◆ Open question: "new business," never "net new logo" J2	◆ Open question: "whitespace prospecting" and "growth within existing accounts" S97	◆ Likely hunt: self-sourced pipeline, but quota covers "new and existing customers" S117	◆ Likely hunt: "New Logo Hunter: energized by prospecting and winning new business"; another copy of the same requisition mentions "expansion of existing clients" S106, S107
Growth now · direction	Subscription +21% (Q3; 20.5% constant currency); cRPO +20.5% in Q3, guided to 18.5% for Q4 S2	Revenue +11% (Q2 FY27, incl. Informatica); full-year guide raised S100	Revenue +20% (Q2 2026; +17% constant currency) S121	Private; CEO cites about $400M of AI revenue for 2026; total growth not disclosed S111
Layoffs, last 12 months	424 in California WARN notices, Jun–Oct 2026 S53	270 in California and Washington WARN notices, Mar–Aug 2026, or 363 counting a Nov 2025 notice that may duplicate a Sep 2025 one; about 1,000 cuts reported Feb 2026 S101, S102	About 7% of workforce announced Oct 6, 2026 (8-K); no headcount or teams given S122	No California WARN notice since Feb 2025; about 350 in Ireland reported Jan 2026 S113, S114
Top sales leader · in seat since	Paul Fipps · Apr 2025 S10	Alexa Vignone, President and CRO · named to succeed Miguel Milano, Aug 2026 S103, S104	Jon Dick, Chief Customer Officer, oversees sales and customer success · start not stated S123	Chris Donato · May 2024 (latest primary source) S115
Live sales-pay dispute	✕ **Yes** · commission suit in arbitration S29, S54	None found (first page of dockets)	None found (web search only)	None found (news search only)

Same ten checks for each company, read Oct 31, 2026. Job counts come from job boards where a company's own feed could not be read, so they are floors, not totals. Nothing is estimated. ◆ INTERP *where a verdict is ours.*

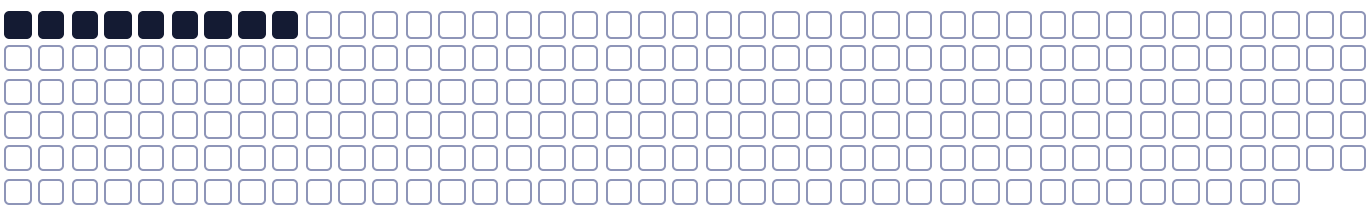
03 Is this a real hunt?

POSTING WORDS AGAINST HOW SERVICENOW WINS

The posting asks for new business and prospecting, but never “net new logo,” and ServiceNow uses “new business” for existing-account work too. Whether J2 hunts new companies or sells CRM into existing customers is not public. J2, J1, J4, J5

■ $1M+ DEALS, Q4 2025 · EACH SQUARE IS ONE OF THE 244 DEALS

▸ NOTICE New logos were 9 of the 244 deals above $1M in Q4 2025: one quarter, large deals only. S59



9 of 244 deals above $1M net new ACV were new logos. S59

▲ GREEN points to a hunt ◆ AMBER points to cross-sell ○ SLATE not public

TEST	WHAT THE RECORD SHOWS	POINTS TO
1 · The seat's own words	“identify, qualify, and close new business opportunities”; “strategic prospecting”; “within a designated territory”; also “expanding ServiceNow's footprint.” It never says “net new logo” and names no hand-off. J2	▲ HUNT, WITH AN OPEN DOOR
2 · The same words elsewhere	The New York Client Director must “produce new business with a defined set of ServiceNow's largest existing accounts.” J1 The New Logo seats say “continue to focus on net new logo accounts” and hand accounts to Account Management. J4, J5 The federal CRM seat says “expand existing CRM footprints.” J3	◆ “NEW BUSINESS” IS NOT PROOF OF NEW LOGOS
3 · How ServiceNow wins big deals	Q4 2025: 9 of 244 deals above $1M net new ACV were new logos (earnings call, one quarter, large deals only). S59 Renewal rate 98%. S4	◆ EXPANSION-LED
4 · Fit with existing customers	CRM runs on the same platform; management says CRM and industry workflows were in 16 of the top 20 deals in Q2 2026 and the CRM business reached $2B ACV. S82 IPC, a New York ServiceNow customer, is adding customer-service workflows. S68	◆ STRONG CROSS-SELL FIT
5 · Who owns the account	J2 states no hand-off and no rule for selling into accounts a Client Director owns. Client Directors own the largest existing accounts. J1, J2	○ NOT PUBLIC

Verdict: open question ◐ MIXED The posting reads as a hunt; ServiceNow's own wording and deal mix leave room for a CRM cross-sell seat into existing customers. What would settle it: the territory's account list and how many of those accounts already run ServiceNow (section 02, question 2). The opening spread (page 2) lays out the evidence on each side.

YOUR SEAT · J2 ? HUNTER · YOUR AREA

Sr. CRM Account Executive – Business Services

J2 · NEW YORK CITY · HYBRID · POSTED OCT 29

SELLS AGAINST

No CRM-specific rival is named in the posting or the 10-K; the 10-K's list (Microsoft, Oracle, SAP, Salesforce, Workday) covers enterprise applications generally. S1 Salesforce is the rival that names ServiceNow publicly, in IT service. S34 On the Q3 call ServiceNow said CRM customers "rip and replace, not just add alongside," naming no vendor. S5

HEAT MAP · POSTINGS BY MOTION AND SEGMENT · DASHED OUTLINE = NEW YORK CITY

▸ NOTICE 16 of the 31 seller postings are hunters; one of the 16 is in New York City (J2), and 10 sit in Enterprise. J1–J23

	MID-MARKET	ENTERPRISE	STRATEGIC	FEDERAL / SLED	NOT STATED	TOTAL
HUNTER counted	0	**10** J6–J10, J18	0	**3** J19–J21	**3** J2, J4, J5 · NYC: J2	**16**
MIXED partly hunting	0	**1** J22	0	**1** J3	0	**2**
OVERLAY listed	0	0	**1** J14	**5** J11	**3** J12, J13, J15	**9**
ACCOUNT MANAGER listed	0	0	**3** J1, J16, J17 · NYC: J1	**1** J23	0	**4**
FARMER none found	0	0	0	0	0	**0**
NOT STATED none found	0	0	0	0	0	**0**

SHADE = POSTINGS IN THE CELL 1 2–3 4–5 6+ · 0 = BLANK · DASHED OUTLINE = NEW YORK CITY

Segment from the title or customer size in the posting; no posting says Mid-Market. Three hunter postings state no segment and none says small business, so they count. J1–J23

Every other hunter posting is in the Appendix with city, posted base and the posting's words: Armis/Veza Enterprise seats J6–J9 (4 postings, $130.7K–$239.5K where posted), J10 (5 postings, $114.4K–$160.0K), the New Logo seats J4 and J5 (2 postings; Chicago $137.3K–$204.5K, Denver not posted), J18 Life Sciences ($114.4K–$188.8K), federal seats J19 and J20 (2 postings; $129.9K–$188.5K and $137.2K–$186.1K) and J21 Cybersecurity, Fed (not posted). J4–J10, J18–J21

No other hunter posting is in your area. Posted base where given; none posts OTE. J4–J10, J18–J21

PARTLY HUNTING · 2 POSTINGS	Sr CRM AE – Federal (DC, $139,400–$188,000), "greenfield agency programs" plus "expand existing CRM footprints"; J3 AWS Sales Executive (Orlando). J22
NOT HUNTING · 13 POSTINGS	9 product specialists who sell alongside an account owner; 3 Client Directors who own "a defined set of ServiceNow's largest existing accounts," one in New York; a federal Mission Account Director. J1, J11–J17, J23
WATCH THE TOWN NAME	The Moveworks seat says "New York" but is in New York, Texas. J14

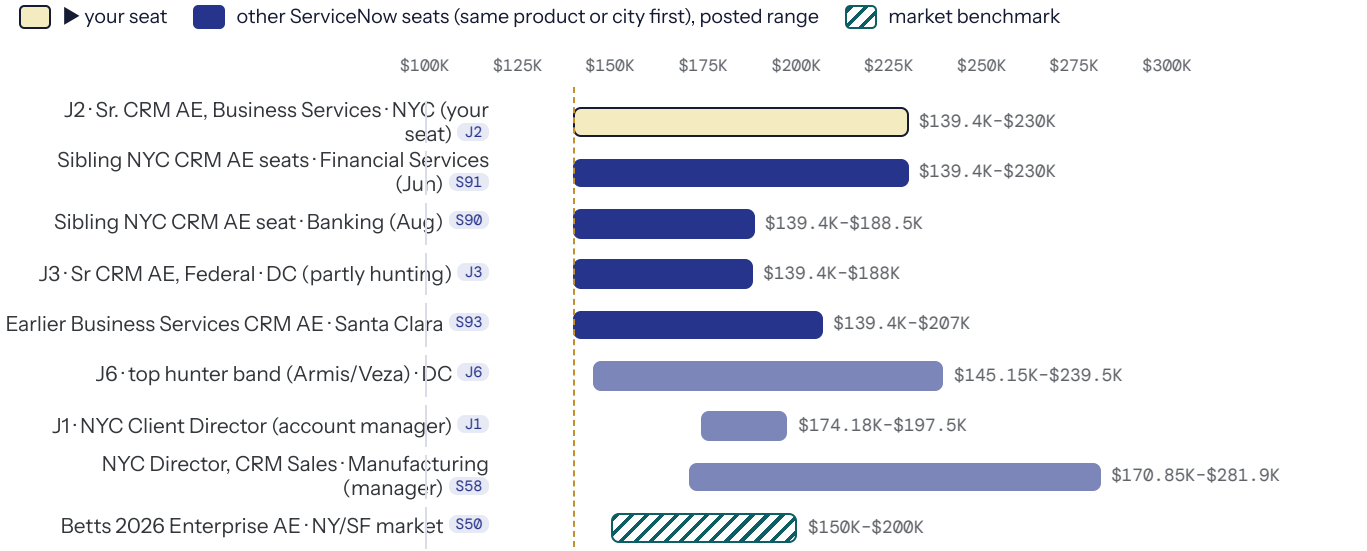
04 Pay

THE POSTED BAND, THE MARKET, WHAT ISN'T PUBLIC

J2 posts $139,400–$230,000 base, no OTE. The Betts NY/SF market band for Enterprise AEs is $150K–$200K base and $300K–$370K OTE. Where J2's level sits, and its OTE, are not public. J2, S50

BASE PAY: EVERY COMPARABLE SEAT AGAINST YOUR $140,000 FLOOR ($K)

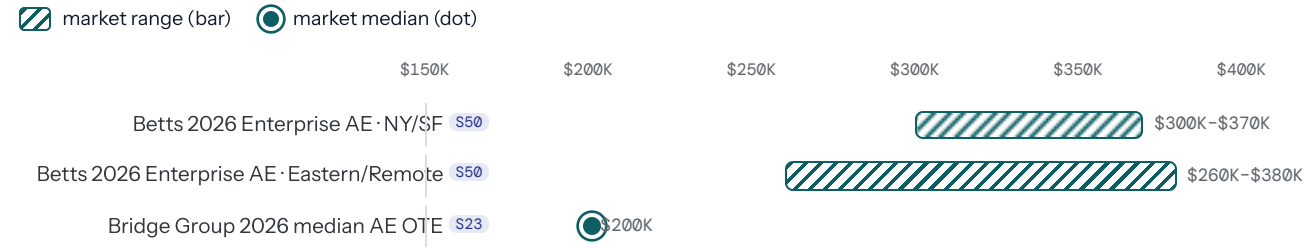
▸ NOTICE J2's band starts at $139.4K, $600 under your $140,000 floor, and spans $90,600. The Betts NY/SF market band ($150K–$200K) starts above your floor. J2, S50



Outlined = your seat · navy = other ServiceNow seats (same product or city first; lighter = other roles) · hatched = market benchmark. Posted ranges are firm. Dashed line = your minimum.

OTE ($K): SERVICENOW POSTS NONE FOR ANY SEAT · WHAT THE MARKET REPORTS

▸ NOTICE No ServiceNow seat posts OTE. The Betts NY/SF market range is $300K–$370K; Bridge Group's median AE OTE is $200K. S50, S23



Bars = market ranges; dot = market median. Which level J2 maps to is not public (section 02, questions 1 and 4). J2

WHAT SERVICENOW HAS SAID ABOUT PAY: FOUND AND NOT FOUND

ITEM	FOUND?	WHAT WE FOUND	MARKET REFERENCE (NOT SERVICENOW)
Base	▲ FOUND	Posted range J2	Betts NY/SF Enterprise AE $150K–$200K S50
OTE	⌀ NOT POSTED	Postings mention “a competitive On Target Earnings (OTE)” plan, no amount. J2	Betts NY/SF Enterprise AE $300K–$370K; Bridge median $200K S50, S23
Base / variable split	⌀ NOT PUBLIC	Not in any posting	Not published by either benchmark
Quota	⌀ NOT PUBLIC	Not in any posting	Bridge median $960K S23
Attainment	⌀ NOT PUBLIC	Not in any posting	48% of AEs hit quota (Bridge Group) S23
Ramp	⌀ NOT PUBLIC	Not in any posting	Bridge median 6.2 months S23
Accelerators, caps	⌀ NOT PUBLIC	Not in any posting; see the commission suit (13)	Not published
Equity	⌀ NOT PUBLIC	Posting mentions equity “when applicable,” no amount J2	Not published
Credit on shared or partner deals	⌀ NOT PUBLIC	Not in any posting; the 10-K names partner reliance as a risk (13) S1	Not published

05 The people and the team

THE LINE ABOVE THE SEAT, AND HOW THE TEAM HIRES

> The public line runs from Paul Fipps to Steve Zirkel, SVP of Global CRM Sales, and stops above J2's manager. New York CRM sales hires by industry vertical. The two earlier Business Services CRM postings (one title, posted twice) were in Santa Clara; no earlier New York one was found. S10, S65, S84–S94

THE PUBLIC REPORTING LINE

Bill McDermott	Chairman and CEO S11
Paul Fipps	President, Global Customer Operations · since Apr 2025 S10
Steve Walters	President, Americas · promoted around Jul 2025 (CEO remark) S128, S17
Steve Zirkel	SVP, Global CRM Sales · start not stated S65
Not public	CRM sales director or manager for Business Services, New York J2
J2 · your seat	Sr. CRM AE – Business Services

Titles from ServiceNow's leadership page and Zirkel's bio. Neither shows who reports to whom below Fipps, so the order of Walters and Zirkel is our reading. Zirkel's bio says he helped scale ServiceNow's CRM business tenfold in six years (company claim). S17, S65 ◆ INTERP

Bill McDermott
Chairman and CEO

IN SEAT SINCE
Nov 2019; agreement extended through Dec 31, 2030

CAME FROM
CEO of SAP S11

Paul Fipps
President, Global Customer Operations (top sales executive)

IN SEAT SINCE
Apr 2025

CAME FROM
Internal; succeeded Paul Smith S10

Gina Mastantuono
President and CFO

IN SEAT SINCE
CFO since Jan 2020

CAME FROM
Ingram Micro, Revlon S60

Amit Zavery
President, CPO and COO

IN SEAT SINCE
Oct 2024

CAME FROM
Google Cloud S17

Steve Zirkel
SVP, Global CRM Sales

IN SEAT SINCE
Not stated

CAME FROM
Salesforce (8 years, Service Cloud); later ServiceNow Global VP of Customer Workflow S65

NEW YORK CRM SALES HIRING: WHAT IT SHOWS

ORGANIZED BY INDUSTRY	New York CRM sales titles name Financial Services, Banking, Media, TMT, Manufacturing and Business Services, so J2's territory is likely one industry slice of New York. S84-S92, S58, J2
HIRING STEADILY	Ten New York CRM sales postings since June besides J2. Postings are not people: this could be growth or turnover, which only tenure would show. S84-S92, S58
LIKELY A NEW NEW YORK SEAT	The only earlier Business Services CRM AE postings were in Santa Clara, covering the West and Central US; two untitled New York postings name no industry, so a backfill can't be ruled out. S93, S94, S89, S92
THE MANAGER LAYER IS MOVING	Three CRM director postings seen in New York since August, one still open (Manufacturing). J2's own manager is not named. S87, S88, S58, J2

▸ NOTICE 5 of the 11 New York CRM sales postings fall in August 2026, July has none, and 3 are director (manager) roles. S84-S94, S58, J2

JUN 2026	JUL 2026	AUG 2026	SEP 2026	OCT 2026
Sr. CRM AE (Financial Services)	*none with a posted date*	Sr CRM AE – Banking, removed Aug 7	Sr CRM AE – Financial Services	**Sr. CRM AE – Business Services (J2)**
Sr. CRM AE (untitled), removed Jun 23		Sr. CRM AE – Media	Senior CRM AE – TMT	**Director, CRM Sales – Manufacturing (open Oct 30; posted date unknown)**
		Director, CRM Sales – Telecom & Media		
		Director, CRM Sales (untitled), removed Aug 26		
		Sr. CRM AE (untitled), removed Aug 26		

Color = industry: navy Financial Services and Banking · amber Media and TMT · outlined yellow Business Services (J2) · grey Manufacturing · light grey not stated. Bold = director (manager) role. Postings without a posted date are placed by their removal date. Full table in the Appendix. S84-S94, S58, J2

COMPANY-WIDE SALES CAPACITY	Quota-carrying headcount is up double digits while sales operations is “down significantly,” and sales and marketing spend grew 20.4%, in step with revenue, at 31% of it. S6, S2

Team size and tenure: not public. No public source counts the New York CRM team or how long its sellers have stayed; ask (section 02, question 6).

GLASSDOOR	The review page could not be read; one Jan 2026 AE review says “Performance Improvement Plans are very common.” S26

LEADERSHIP TURNOVER	Paul Smith resigned Apr 2025; Erica Volini and Ulrik Nehammer left in May 2025. S10, S18
CEO SUCCESSION	McDermott is contracted through Dec 31, 2030, with a board option to move him to co-CEO or chairman; no change has been made. S61

06 Interview prep

WHAT TO ASK, THE FORMAT, ACCOUNTS, THE RIVAL

Public accounts describe three to four rounds; some end in a presentation. Below: the process, example accounts, a Salesforce battlecard and a first-90-days outline. The questions to ask and the likely questions are in 02. Every item is sourced; the angles are ours. S66, S67

THE INTERVIEW PROCESS, FROM DATED PUBLIC ACCOUNTS

ACCOUNT	DATE	ROLE · PLACE	WHAT IT SAYS	LABEL
Glassdoor AE review	Aug 1, 2026	AE · San Diego	"3 interviews and a presentation … Met with boss then his higher ups. Did not work with a recruiter." S66	▲ SELF-REPORTED
Glassdoor AE review	Mar 31, 2025	AE · London	"Recruiter screening, Hiring Manager interview, Senior Sales Manager interview, and then Panel Interview"; presented to "two Senior Sales Managers and the Sales Director"; offer in "just under three weeks." Asked: "Walk me through an opportunity that you closed, from prospecting through to close." S66	▲ SELF-REPORTED
Glassdoor AE review	Apr 1, 2025	AE · Nashville	"very good process, and everyone was very quick to reply." Asked: "How do you territory plan" and "Show me how you would get into an account." No offer. S66	▲ SELF-REPORTED
Glassdoor review	Jan 17, 2026	Global Strategic Account Manager · Boston	Three parts: past experience, hypothetical scenarios, people and culture fit. S67	▲ SELF-REPORTED
Glassdoor AE page totals	updated Aug 1, 2026	16 ratings	Difficulty 2.9 / 5; 56% positive; 58 days to hire on average (9 reported interviews); a presentation in 11% of reported stages. S66	▲ SELF-REPORTED

Not found: the case or presentation format for the CRM seat. No dated Reddit or Blind account of the AE process was found.

EXAMPLE ACCOUNTS IN THE NEW YORK METRO

EXPAND: already a ServiceNow customer · LAND · RIVAL: Salesforce shop · PARTNER

IPC Systems EXPAND

NEW YORK · FINANCIAL-MARKETS COMMUNICATIONS

ON THE RECORD
Deploying ServiceNow Technology Provider Service Management as the customer-facing layer for post-sale support and onboarding (May 7, 2026); "exploring opportunities to … expand into additional platform capabilities over time." S68

ANGLE
A New York customer already on ServiceNow's customer-service workflows. ◆ INTERP

EXL EXPAND

NEW YORK HQ · BUSINESS SERVICES

ON THE RECORD
Built its OperateX platform on ServiceNow Strategic Portfolio Management: more than 20,000 users, up to 40,000 expected. Opportunities were "manually tracked in the CRM system." S69

ANGLE
A New York business-services company on ServiceNow that names a separate CRM. ◆ INTERP

KPMG US EXPAND

NEW YORK

ON THE RECORD
The ServiceNow customer story lists App Engine, IT Service Management, Integrated Risk Management, Legal Service Delivery and Security Operations; no CRM product. S70

ANGLE
Whether CRM is open here is not public. ◆ INTERP

Moody's LAND · RIVAL

NEW YORK

ON THE RECORD
Salesforce story, Jul 30, 2026: Agentforce Service for a 300-person service team, and Agentforce in sales. S72

ANGLE
A fresh Salesforce investment: the hardest kind of displacement. ◆ INTERP

Wiley LAND · RIVAL

HOBOKEN, NJ

ON THE RECORD
Salesforce story (Sep 2024, updated Jan 2026): Service Cloud and Agentforce for customer service; Salesforce reports 213% ROI. S73

ANGLE
A Salesforce service shop in the metro; the ROI is Salesforce's claim. ◆ INTERP

Konversational PARTNER

NEW YORK OFFICE

ON THE RECORD
Named ServiceNow's 2026 CRM Partner of the Year, Americas (Mar 9, 2026); says it has delivered 40 deployments. S71

ANGLE
A CRM implementation partner in the city. ◆ INTERP

Examples from public sources, not J2's assigned accounts; no relationship is assumed. Ask which, if any, sit in the territory (question 2).

PRODUCT MAP · WHAT YOU SELL, WHAT YOU LAND ON, WHAT SITS NEXT TO YOU

▸ NOTICE J2 sells the top six rows. If the territory is existing customers, the middle rows are what they already run, and that is the cross-sell case in 01. J2, S153, S154

WHERE	PRODUCT	WHAT IT DOES	WHO BUYS	HOW IT RELATES TO YOUR SEAT
YOU SELL	**Customer Service Management**	Self-service, agent productivity and faster resolution for customer support. S151	Head of customer service or support	Your core product; ServiceNow pitches it against Salesforce Service Cloud. S152
YOU SELL	**Field Service Management**	Scheduling and tools for field technicians, and fewer unneeded visits. S151	Head of field operations	Pitched against Salesforce Field Service. S152
YOU SELL	**Sales CRM and Sales Automation**	Lead-to-cash selling and automated sales busywork. S151	CRO, sales operations	Sold as Sales and Order Management, pitched against Salesforce's sales automation, CPQ and order management. S152
YOU SELL	**Configure, Price, Quote (CPQ)**	AI-assisted quoting across sales channels. S151	Sales operations, finance	Part of Sales and Order Management; CPQ appears in 2 of 106 ServiceNow sales postings. S152, S58

WHERE	PRODUCT	WHAT IT DOES	WHO BUYS	HOW IT RELATES TO YOUR SEAT
YOU SELL	**Industry editions**	Service management built for financial services, telecom, technology providers, healthcare and public sector. S151	Industry operations leaders	New York CRM seats are split by industry; ask which editions Business Services carries. S84-S92
YOU SELL	**Workflow Data Fabric and CRM integrations**	Pulls data from other systems into one view, and connects existing software. S151	CIO, enterprise architects	How ServiceNow sells alongside or replaces another CRM; on the Q3 call it said customers “rip and replace.” S5
YOU LAND ON	**IT Service Management**	Incidents, changes, problems and service requests on one platform. S153	CIO, IT operations	ServiceNow's core product; Salesforce attacks it from the other side. S34
YOU LAND ON	**HR, legal, workplace and procurement service**	HR Service Delivery, Legal Service Delivery, Workplace Service Delivery and Source-to-Pay on the same platform. S154	CHRO, general counsel, facilities, procurement	The footprint J2 is asked to expand: “expanding ServiceNow's footprint.” J2
NEXT TO YOU	**Now Assist and AI Control Tower**	AI built into every package, and a control tower to govern AI agents. S46	CIO, AI leaders	Part of your pitch: CRM AI net new ACV tripled in Q3. S4
NEXT TO YOU	**Moveworks**	An AI assistant and enterprise search that employees use to ask, search and take action. S155	CIO, employee experience	Closed Dec 15, 2025; sold by specialists alongside the account owner. S3, J6
NEXT TO YOU	**Armis and Veza (security)**	Asset security and identity security, bought in 2026. S3	CISO	Sold by separate hunter seats (J6–J10), often in the same accounts. J6-J10

Descriptions from ServiceNow's own pages; “how it relates to your seat” is our read from the posting and the seat map. ◆ INTERP

BATTLECARD: SERVICENOW CRM VS. SALESFORCE

EVIDENCE	WHAT IT SAYS	WHOSE CLAIM
Gartner Magic Quadrant, CRM Customer Engagement Center, 2025	Leaders: Salesforce, Microsoft, ServiceNow, Zendesk, Oracle (Nov 3, 2025). S75	■ THIRD-PARTY, VIA PRESS
Forrester Wave, Customer Service Solutions, Q1 2026	≠ Conflict · One summary lists ServiceNow among Leaders; another names Microsoft, Oracle and Salesforce and omits ServiceNow. ServiceNow says it was named a Leader. S76, S77, S78	≠ THIRD-PARTY SUMMARIES DISAGREE; COMPANY CLAIM
Forrester analysts, Mar 2025	ServiceNow CRM workflows “cut across the front, middle, and back office” and suit “industries with complex operations,” but it “doesn't necessarily compete with Salesforce's CRM head on.” S80	■ THIRD-PARTY ANALYST
Size of the CRM business	Management: “$2 billion in ACV” and in 16 of the top 20 deals (Q2 2026). S82 A Forrester analyst put it at about $1B, roughly 10% of sales (Dec 2025). S36	▲ COMPANY CLAIM; THIRD-PARTY ESTIMATE
Named replacements	Panasonic Avionics “replaces legacy systems” with ServiceNow CRM (Jan 2026; vendor not named, and it has used ServiceNow customer service since 2019). S79 No named customer has publicly replaced Salesforce with ServiceNow CRM.	▲ JOINT PRESS RELEASE
Salesforce's counter	Benioff named Sunrun, Cornerstone and CoolSys as leaving ServiceNow for Salesforce, in IT service, not CRM. S83	▲ RIVAL CLAIM

EVIDENCE	WHAT IT SAYS	WHOSE CLAIM
Replace or sit alongside	On the Q3 call, ServiceNow said CRM customers "rip and replace, not just add alongside." S5 Its CRM page also sells integrations that bring existing software investments onto the platform, S151 and it governs Microsoft's AI agents through AI Control Tower. S41 Be ready for both: replace where the incumbent is failing, sit alongside where it is entrenched. ◆ INTERP	▲ COMPANY CLAIM; ◆ OUR READ

Missing: any named Salesforce Service Cloud or Dynamics customer that moved to ServiceNow CRM, and any CRM win rate. The Forrester report itself is paywalled, so the conflict stands.

WHAT YOU'LL BE MEASURED ON · FROM THE POSTINGS

▸ NOTICE J2 names new business, pipeline, revenue and executive value selling; forecast accuracy and quota attainment appear only in ServiceNow's New Logo AE posting. J2, J4

MEASURE	WHAT THE POSTING SAYS	FIRMNESS
New business closed	"identify, qualify, and close new business opportunities" J2	■ FIRM
Pipeline you generate	"Drive pipeline generation activities through strategic prospecting, territory planning, and account engagement" J2	■ FIRM
Revenue	"achieve revenue objectives" J2	■ FIRM
Executive value selling	"Articulate the business value and ROI of ServiceNow solutions to executive sponsors and customer decision-makers" J2	■ FIRM
Forecast accuracy	Not in J2. ServiceNow's New Logo AE posting asks for "keeping accurate forecast your territory, monthly/quarterly/annually." J4	○ THIN
Quota attainment	Not in J2. The New Logo AE posting asks for a "track record of consistently achieving or surpassing your sales quota." J4	○ THIN
Quota size, win rate, cycle length, deal size	Not stated in any ServiceNow posting we read.	⌀ NOT PUBLIC

Thin = another ServiceNow seat's posting, not J2's. Frame your deal stories around the measures J2 names.

A FIRST-90-DAYS OUTLINE

DAYS
1–30 FOCUS

Get the territory list, quota and plan terms in writing; learn which accounts already run ServiceNow; meet Solution Consulting and the CRM partner bench.

BUILT ON 03, 04; Konversational S71

DAYS
31–60 FOCUS

Discovery in customer service, operations and IT at land and expand accounts; one executive briefing per target; a joint play with a partner.

BUILT ON J2 asks for "territory and account plans" J2

DAYS
61–90 FOCUS

First business cases with ROI math; a workshop or pilot booked in one account; a pipeline review against the plan.

BUILT ON Market ramp median 6.2 months: 90 days builds pipeline, not quota S23

Our outline from the brief's facts, not ServiceNow's plan. ◆ INTERP

07 Scores

COMPANY 4.0 / 5, AND HOW FIRM THE SEAT EVIDENCE IS

Company 4.0 / 5, the average of 5 + 3 + 4 + 4. The seat's own evidence is firmest on pay band and product, thinnest on territory and people. S2, S4, S6

CATEGORY	SCORE	REASON	WHAT WOULD CHANGE IT
Product-market fit	●●●●● **5**	Subscription revenue +21% in Q3; 98% renewals; 680 customers above $5M a year. S2, S4 Buyers rate IT Service Management 4.5 / 5 on G2 (2,016 reviews), self-reported. S51	Down: renewals under 97% or Salesforce's IT service wins become a pattern. S34
Sales support	●●●○○ **3**	45 open US presales and technical-sales postings (Oct 31), and a virtual team of consultants, specialists and partners in seller postings. S58, J6 But sales ops is "down significantly" S6.	Up: published Solution Consultant coverage per territory. Down: more support cuts.
Company and market	●●●●○ **4**	FY2025 revenue $13.3B, +21%; non-GAAP operating margin 31%; free cash flow $4.6B. S7 But GAAP margin fell to 9.4% in Q3 on acquisition costs, and the Q4 outlook hit the stock. S2, S5	Up: cRPO growth back above 20%. Down: Q4 guide missed or M&A integration slips.
Culture and leadership	●●●●○ **4**	CEO contracted through 2030. S11 But three senior sales exits in 2025, one AE review citing frequent PIPs, and a commission suit. S10, S18, S26, S29	Up: stable sales leadership through 2027. Down: more top-level departures.

SEAT EVIDENCE GRID

SEAT EVIDENCE	FIRMNESS	WHY
Is it a hunt	◐ MIXED	The posting's words read as hunting; ServiceNow's own wording and deal mix allow a cross-sell seat. J2, J1, S59
Product	◐ MIXED	CRM size and growth are management figures ($2B ACV; CRM AI net new ACV tripled); Gartner names it a Leader. S82, S4, S75
Pay	◐ MIXED	The posted band is firm; OTE, split and attainment are not posted. J2
Territory	⌀ NOT PUBLIC	"A designated territory" in Business Services; no accounts named. J2
People	○ THIN	Leaders named to SVP; J2's manager, team size and tenure not public. S17, S65

→ SO WHAT Sales support is the least firm score: open presales postings argue for it, while sales ops cuts argue against. For a hunter, how much of that support reaches the territory is the question to ask (section 02, question 6). S58, S6 ◆ INTERP ◐ MIXED

08 How it makes money

SUBSCRIPTION SOFTWARE GROWING 21%

$13.3B
■ FY2025 REVENUE
+21% year over year S7

$4.0B
■ Q3 2026 SUBSCRIPTION REVENUE
+21% S2

32.5%
■ Q3 NON-GAAP OPERATING MARGIN

98%
■ RENEWAL RATE
Q3 2026 S4

GAAP 9.4% after acquisitions S2

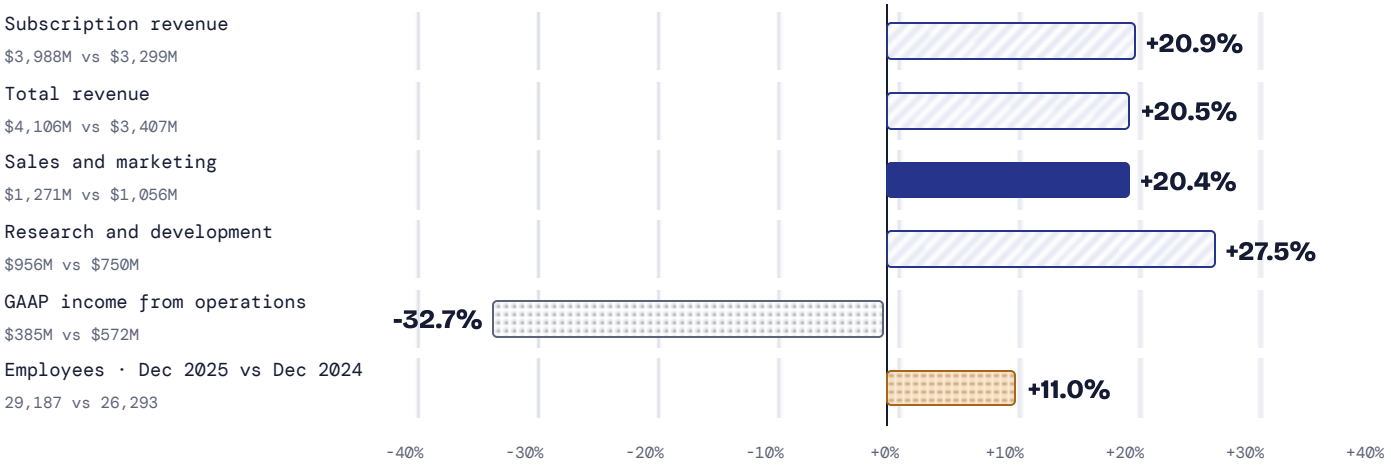
Subscription software, about 97% of revenue, growing at 21% with non-GAAP margins above 30%. The newest growth is AI, CRM and security. S2, S4 ◆ INTERP

PRODUCT LINES AND PRODUCT-MARKET FIT EVIDENCE

AI (NOW ASSIST, AI CONTROL TOWER)	2026 AI contract-value target raised to $1.7B; AI net new ACV +65% in Q3. S2, S4
CRM (J2'S PRODUCT)	Management put the CRM business at $2B ACV in Q2 2026, in 16 of the top 20 deals; S82 a Forrester analyst estimated about $1B in Dec 2025. S36 In Q3, CRM AI net new ACV tripled; 28 CRM and industry deals above $1M. S4
SECURITY (ARMIS, VEZA)	Security AI net new ACV up more than 4.5x; McDermott calls ServiceNow the fastest-growing cybersecurity company at scale (company claim). S4
FEDERAL	Deals above $1M grew more than 30% in Q3. S4
FORWARD SIGNAL	cRPO grew 20.5% in Q3 and is guided to 18.5% for Q4; about half of Q3's cRPO beat came from early renewals. S2, S4
STOCK REACTION	After-hours quotes fell from the $150.13 close to $124.45 (−17.1%) and $122.06 (−18.7%). S5, S44

■ Q3 2026 VS Q3 2025, $M GAAP: CHANGE BY LINE · EMPLOYEES FOR COMPARISON

▸ NOTICE Sales and marketing grew +20.4%, in step with total revenue (+20.5%), while GAAP operating income fell −32.7%. Employees grew +11.0% over a different period. S2, S134, S1

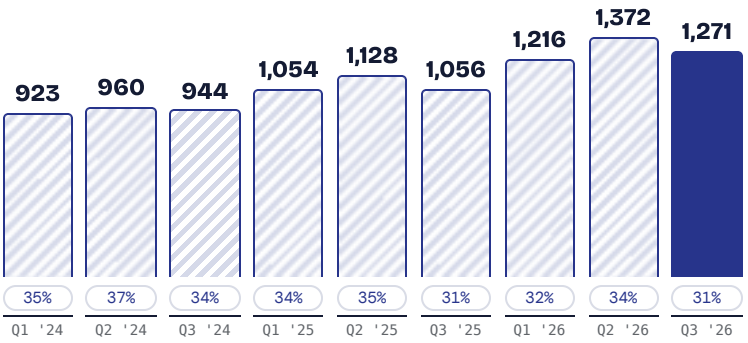


Employees: Dec 2025 against Dec 2024, a different period, from the 10-K. S134, S1

Q3 2026 condensed statements of operations; changes computed. S2 Drivers of the GAAP drop: amortization of acquired intangibles $198M (vs $33M) and severance $87M. S2 Guidance: FY2026 subscription revenue $15.78–15.79B, non-GAAP operating margin 31.5%; Q4 cRPO growth 18.5%. S2 2030 target: $30B subscription revenue. S45

SALES & MARKETING SPEND BY QUARTER ($M, GAAP) · SHARE OF REVENUE BELOW

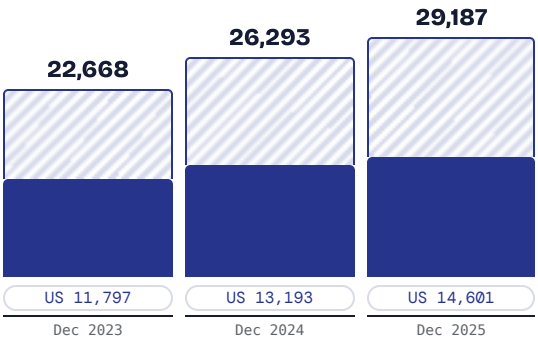
▸ NOTICE Q3 2026 sales and marketing, $1,271M, is 31% of revenue, tied with Q3 2025 for the lowest share of the nine quarters shown. S55



Q4s omitted (the 10-K reports the full year). Q3 2026 is 31% of revenue, tied with Q3 2025 for the lowest share of the nine quarters shown. S55 ◆ INTERP

EMPLOYEES AT YEAR END · US (DARK) AND INTERNATIONAL · 10-K

▸ NOTICE Employees rose from 22,668 (Dec 2023) to 29,187 (Dec 2025); US from 11,797 to 14,601. S56, S57, S1

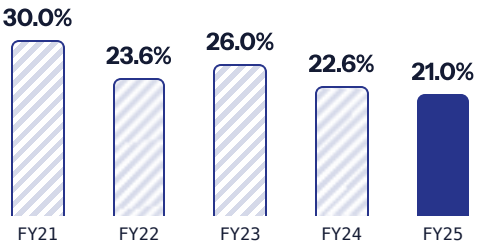


US counts from each 10-K; international is the total less US. S56, S57, S1 ◆ INTERP In Q3 2026 McDermott said headcount had "slightly declined." S5

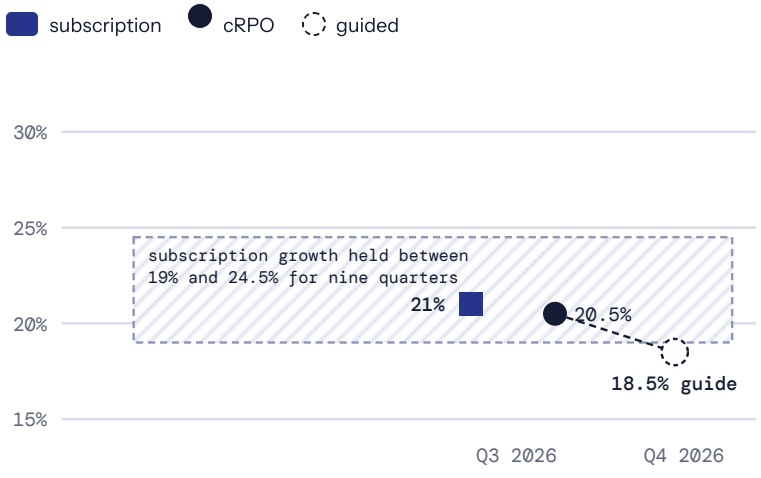
GROWTH TREND: IS 21% SPEEDING UP OR SLOWING?

▸ NOTICE Subscription growth slowed from 30.0% (FY21) to 21.0% (FY25) and held between 19% and 24.5% for nine quarters; cRPO grew 20.5% in Q3 and is guided to 18.5% for Q4. S150, S2, S4

SUBSCRIPTION REVENUE GROWTH BY YEAR



LATEST QUARTER AND GUIDE: SUBSCRIPTION AND CRPO, YEAR OVER YEAR

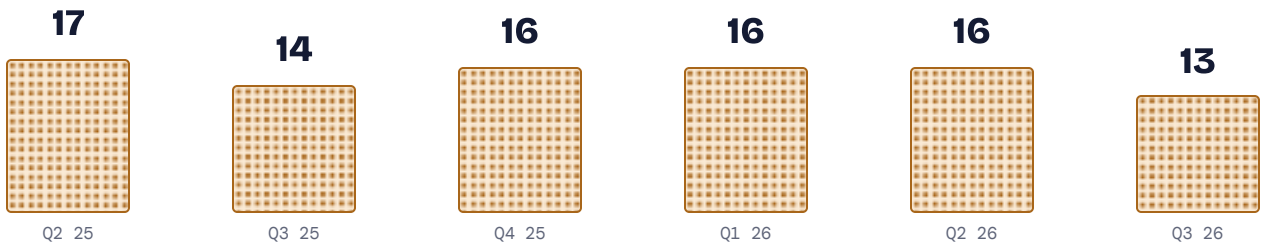


Annual growth computed from subscription revenue as reported in each fourth-quarter release (FY2020 $4,286M → FY2025 $12,883M); quarterly figures as reported in each earnings release. Customers paying over $5M a year: 553 → 680 (+23%) from Q3 2025 to Q3 2026. Full-year 2026 subscription guidance was raised slightly in October. Read: growth slowed from 30% in 2021 to about 21%, subscription growth held between 19% and 24.5% for nine quarters, and the contracted-revenue signal (cRPO) is guided lower. S150, S149, S148, S146, S142, S147, S145, S144, S143, S141, S140, S2 ◆ INTERP

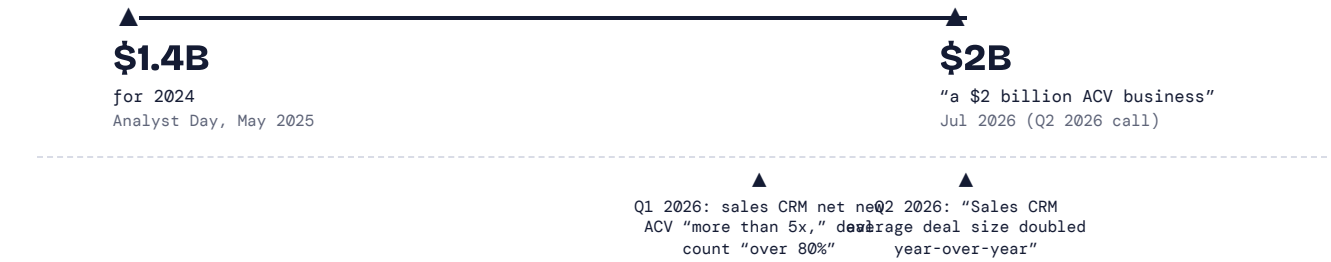
CRM MOMENTUM BY QUARTER: TOP-20 DEAL COUNT AND MANAGEMENT'S ACV STATEMENTS

▸ NOTICE CRM was named in 13–17 of the top 20 deals every quarter, and management's CRM ACV figure rose from $1.4B (2024) to $2B (Jul 2026). The latest quarter, 13, is the lowest of the six. S128-S131, S9, S4, S133

▲ TOP-20 DEALS WITH CRM NAMED (OF 20)



▲ CRM ACV, AS MANAGEMENT STATED IT



Q4 2025 says "CRM" alone. All management statements; filings give no CRM revenue. S128-S131, S9, S4, S133

BUYER REVIEW RATINGS ▲ SELF-REPORTED

SITE	PRODUCT	RATING	REVIEWS	READ
G2 ▲ self-reported	IT Service Management	4.5 / 5	2,016	Oct 30, 2026 S51
TrustRadius ▲ self-reported	IT Service Management	8.4 / 10	80	Oct 30, 2026 S52
G2 · TrustRadius	Customer Service Management (CRM, J2's product)	Unknown	—	page could not be read Oct 30
G2 · TrustRadius	Armis and Veza (security seats)	Unknown	—	page could not be read Oct 30
Gartner Peer Insights	any ServiceNow product	Unknown	—	page could not be read Oct 30

Buyer reviews are self-reported. ≠ Conflict · TrustRadius ITSM shows 8.4 on 80 reviews in one view and 8.3 on 569 reviews and ratings in another, both read Oct 30. S52

09 How they sell

TEAM SALE TO EXECUTIVE BUYERS

Big accounts, long cycles and a team sale. ServiceNow lands deals above $1M every quarter, renews 98%, and wraps each seller in consultants, specialists and partners. S4, S7, J6

QUESTION	WHAT THE SOURCES SHOW	STATUS
New logo vs. expansion	Split not disclosed. Q4 2025: 244 deals above $1M net new ACV, nine of them new logos. S7, S59	◆ PARTIAL
Sales cycle	The 10-K says deals are getting “more complex” with longer, more expensive cycles; McDermott calls it “a C-suite story.” No figure. S1, S9	◆ PARTIAL
Deal size	680 customers above $5M a year in ACV. S2 No typical deal size for J2 is public.	◆ PARTIAL
Buying committee	Hunter postings name CFO, CIO, CISO, COO and CDO personas. J6	▲ FOUND
Federal	FedRAMP High authorized; most US government sales go through partners, and one federal partner was 20% of receivables at Sep 30. S1, S3	▲ FOUND
Team around the seller	Solution Consultants, Solution Specialists, Success resources, partners and marketing. J6	▲ FOUND
Sales tech stack named in postings	Of 106 US sales postings: Salesforce 2, CPQ 2, Tableau 2, Gong 1, Power BI 1; Clari, ZoomInfo, Salesloft, Seismic and Highspot 0. Methods: MEDDPICC 2, Challenger 2, Command of the Message 2, Value Selling 1. S58	▲ FOUND
Ramp	Not stated in any posting or filing.	○ NOT FOUND

THE TEAM AROUND A HUNTER SEAT · FROM THE POSTING TEXT

▸ NOTICE The hunter seat sits between six support groups and two buyer groups (CFO, CIO, CISO; COO, CDO). J6, J1



Postings: “orchestrating an account strategy while leading across a broad virtual team (Solution Consultants, Solution Specialist, Success resources, Partners and Marketing).” Buyer personas from the same postings. J6, J1

HIRING

The CFO says ServiceNow has never stopped hiring quota-bearing sellers, and that quota-bearing heads are up double digits. S9, S6

→ SO WHAT In the one quarter disclosed, seven-figure wins were overwhelmingly expansion: 9 of 244 deals above $1M were new logos. A territory of companies new to ServiceNow is where big deals are rarest; one of existing customers is where they cluster. J2's deal size and cycle depend on that split, which no source gives. The team picture above comes from security and Client Director postings, not J2. S59, J6, J1 ◆ INTERP ◐ MIXED

10 Sales team health

IS SERVICENOW INVESTING IN ITS SALES TEAM?

Leans yes. Spend and headcount rose in the filings and management says quota-bearing heads are up double digits, while sales operations was cut and 2025 brought three senior sales exits. Whether new seller seats are net new is not public. S2, S1, S6, S10

SCORECARD
LEANS YES

Three checks: investment ▲ LEANS POSITIVE · stability ◆ MIXED · demand behind the seat ▲ LEANS POSITIVE

EXECUTIVE BONUS METRIC (PROXY)	The annual cash incentive weights net new ACV 70% and non-GAAP operating margin 30%. S16 
RESTRUCTURING, IN THE FILING'S WORDS	A “workforce optimization strategy” using “AI-driven efficiencies.” S3
INSIDERS	McDermott bought about $3M of stock in Feb 2026; other executives' sales are listed in the Appendix. S12, S62

SALES ORG TIMELINE, JAN 2025 - OCT 2026

▸ NOTICE Leader changes cluster in 2025; the three California WARN waves fall in Jun–Oct 2026; Moveworks, Veza and Armis closed between Dec 2025 and Apr 2026. S10, S18, S53, S3



Leaders from filings, news and earnings calls; WARN notices from state records; deal closings from the Q3 2026 10-Q; seller remarks are management statements. S10, S18, S128, S53, S3, S9, S6

THE THREE CHECKS

CHECK 1

Investment

▲ LEANS POSITIVE

Firm (spend, headcount) · Company says (seller heads)

- Sales and marketing $1,056M (Q3 2025) → $1,271M (Q3 2026), +20.4%. S2
- Employees 26,293 → 29,187 from Dec 2024 to Dec 2025 (+11.0%); US 13,193 → 14,601. S134, S1
- CFO, Q3 call: total sales and marketing headcount came down while "quota-bearing heads are up double digits" and sales operations is "down significantly." No base or number given. S6
- CFO, Q2 call: ServiceNow has never stopped hiring quota-bearing sellers. S9
- Not public: whether new seats are net new or refills; ServiceNow gives no seller headcount.

CHECK 2

Stability

◆ MIXED

Firm (leaders, WARN) · Thin (which roles were cut)

- Apr 23, 2025: Paul Smith resigned; Paul Fipps took Global Customer Operations. S10
- May 2025: Erica Volini and Ulrik Nehammer left. S18
- Jul 23, 2025: the CEO said Tom Hannigan "now got a global job" (now Head of Global Sales GTM) and Steve Walters "deserved a promotion" (now President, Americas). S128, S17
- 2026: three California WARN waves, 117, 287 and 20 jobs (424 in all); the notices give job levels for some cuts but no sales titles. A news report credited to the San Diego Union-Tribune said the June San Diego cuts included middle-market sales, consulting and senior engineering roles. S53, S27
- New York: no ServiceNow notice in a WARN mirror; the state dashboard could not be read.

CHECK 3

Demand behind the seat

▲ LEANS POSITIVE

Company says (management statements only; latest quarter the lowest of six)

- CRM named in 13–17 of each quarter's top 20 deals across six straight earnings calls; the latest, 13, is the lowest of the six (chart in 08). S128, S129, S130, S131, S9, S4
- CRM ACV: $1.4B for 2024 (Analyst Day, May 2025) → "a $2 billion ACV business" (Jul 2026). S133, S9
- Q1 2026: sales CRM net new ACV grew "more than 5x," deal count "over 80%." Q2 2026: "Sales CRM average deal size doubled year-over-year." S131, S9
- Filings give no CRM revenue; every figure here is management's.

→ SO WHAT More sellers, a flat share of spend, less support: quota-bearing heads are up while sales ops is down and sales and marketing holds near 31% of revenue. For a hunter that means more peers chasing the number with leaner help around them; no cut is tied to New York or CRM. S6, S2, S53 ◆ INTERP ◐ MIXED

11 Strategy and trigger events

AI CONTROL TOWER PLUS SECURITY BUYS

ServiceNow wants to be the "control tower" that governs every AI agent in the enterprise. It spent about $8.8B on Veza and Armis in 2026, after Moveworks ($2.4B) closed in Dec 2025. S2, S3

LAST EARNINGS CALL (Q3 2026, OCT 28)	AI net new ACV +65%; Q4 cRPO guided to 18.5%, with early renewals pulling about half of Q3's beat forward. Analysts asked about outcome-based pricing, 2027 growth and AI cannibalizing software spend. S4
ANALYST DAY (MAY 2026)	$30B subscription revenue target for 2030. S45

KNOWLEDGE 2026 (MAY)	AI Control Tower in every package; deeper Microsoft and NVIDIA ties; Autonomous Security built on Armis and Veza. S46

ACQUISITIONS CLOSED IN THE LAST 12 MONTHS

▸ NOTICE Armis (about $7.6B) is the largest of the three closings; Moveworks was $2.4B and Veza about $1.2B. S3



Bar widths roughly follow the prices shown (Veza's is widened to fit its label). Close dates and prices as reported in the Q3 2026 10-Q. S3 9 of the 16 hunter postings sell Armis and Veza. J6-J10

12 Competition

A CRM LEADER ON PAPER; NO NAMED SWITCHES TO ITS CRM

ServiceNow's 10-K names Microsoft, Oracle, SAP, Salesforce and Workday. Only Workday and Freshworks name ServiceNow back. The loudest rival right now is Salesforce, in IT service. S1, S31, S32, S34

IT service and platform

CORE ITSM, SOLD ACROSS ALL SEATS

Salesforce (Agentforce IT Service)

WHO NAMES WHOM
Named in ServiceNow's 10-K; Salesforce's 10-K names no companies. S1

VS. SERVICENOW
McDermott says the new Flow service desk makes standalone AI service desks unnecessary; he names no rival. S5

SIGNAL
Salesforce claims 450+ IT service customers and named Sunrun, Cornerstone and CoolSys as ServiceNow leavers (Salesforce's claims). S35, S34 A Forrester analyst called it “one of the most credible threats.” S36

Atlassian · Freshworks

WHO NAMES WHOM
Freshworks' 10-K names ServiceNow; Atlassian's names no companies. S32

VS. SERVICENOW
Gartner's Jul 2026 ITSM Platforms ranking lists both as Leaders (their claims); ServiceNow's placement there is not stated in the sources we read. S37

CRM

J2 · CRM AND CUSTOMER WORKFLOWS

No CRM-specific rival named

WHO NAMES WHOM
ServiceNow's 10-K lists Salesforce, Oracle and Microsoft only among enterprise application vendors generally, not as CRM rivals. S1

VS. SERVICENOW
On the Q3 call, ServiceNow said CRM customers are ripping and replacing, not adding alongside; no rival named. S5

Employee workflows and identity

J1 ACCOUNTS · HR, IT AND SECURITY

Workday

WHO NAMES WHOM
Both 10-Ks name each other. S1, S31

VS. SERVICENOW
Workday launched Sana for IT service in May 2026 and agreed to buy C1.ai, an identity company, in Oct 2026. S38, S39

SIGNAL
Workday's identity push overlaps ServiceNow's Veza deal. INTERP

SailPoint · Palo Alto (CyberArk)

WHO NAMES WHOM
SailPoint's 10-K lists ServiceNow as an alliance partner, not a competitor. S33

VS. SERVICENOW
Palo Alto closed its ~$25B CyberArk deal in Feb 2026, putting identity head to head with Veza. S40

AI agents

EVERY SEAT

Microsoft (Copilot Studio, Agent 365)

WHO NAMES WHOM
Named in ServiceNow's 10-K. S1

VS. SERVICENOW
Partner first: ServiceNow governs Microsoft's agents through AI Control Tower (May 2026). S41

ANALYST PLACEMENTS (SERVICENOW'S CLAIMS)	Leader in Gartner's AI Applications in ITSM, CRM Customer Engagement Center and AI Governance Platforms rankings. S42

13 Risk factors and disputes

FIVE SELLING RISKS, ONE LIVE PAY DISPUTE

> The FY2025 10-K summary lists 27 risks; five touch selling. One sales-commission suit is in arbitration after the court compelled it on Aug 4, 2026. S1, S29, S54

RISK (FY2025 10-K)	IN THE FILING'S WORDS
Deal complexity	“Our customer deals are becoming more complex, which tend to involve longer, more expensive sales cycles.” S1
Partners	“We rely on our network of partners for an increasing portion of our revenues…” S1
Public sector	“Doing business with the public sector and heavily-regulated entities subjects us to risks…” The 10-K also discloses a DOJ investigation into a government-contracting matter. S1
Talent	“We may lose key members of our management team or qualified employees…” S1
Competition	“A failure to innovate and adapt how we offer our products in response to rapidly evolving technological changes…” S1

EMPLOYMENT LITIGATION

EMPLOYMENT LITIGATION (ALLEGATIONS, NOT FINDINGS)

Costa v. ServiceNow

D. Md. 8:26-cv-00501 (filed 2026)

≠ Claim, as reported

Allegation. A public-sector sales leader says ServiceNow failed to pay commissions on a $7.3M federal deal (Sep 2024) and a $20M federal deal (Aug 2025): $236,845 and $144,142, $380,987 in all; he seeks $761,974, double that amount. He says his supervisor asked him to sign paperwork to "retroactively raise his quota" instead of paying, that he refused, and that the commissions were "retroactively nullified"; per the complaint, the compensation team concluded he had "overachieved to a degree that was outside normal." S29

LATEST STATUS

ServiceNow denies it and moved to compel arbitration under his 2012 agreement. S29 The court granted the motion and stayed the case pending arbitration on Aug 4, 2026. S54

→ SO WHAT The risk closest to J2's paycheck is how outsized deals are credited. The one pay dispute (above) has been in arbitration since Aug 4, 2026, so a public ruling may never come. S29, S54 ◆ INTERP ◐ MIXED

A Appendix

ALL 31 US SELLER POSTINGS, BY MOTION · SMARTRECRUITERS FEED, READ OCT 30, 2026

Hunter Mixed Overlay Account manager

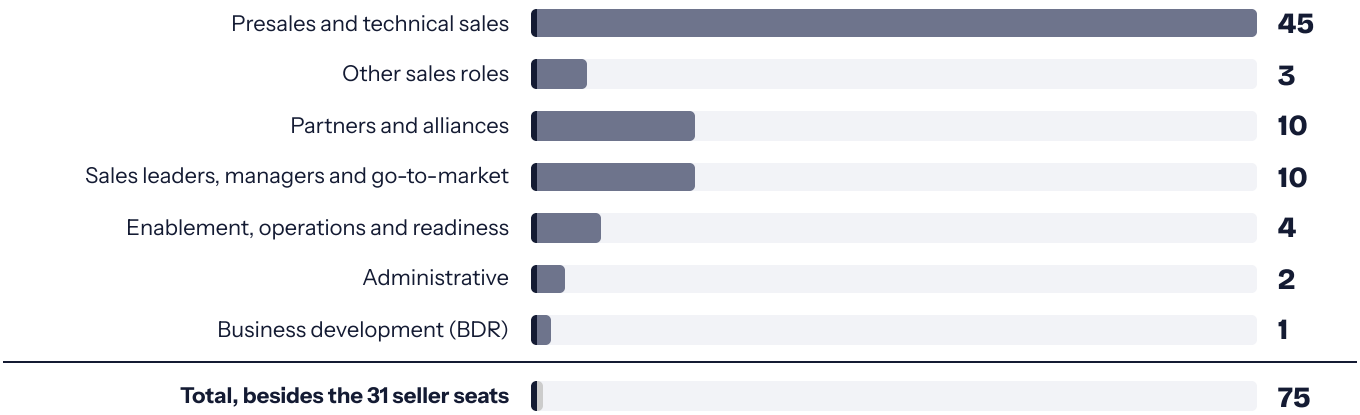
#	SEAT	WHERE · ARRANGEMENT	POSTED BASE	SEGMENT	MOTION	THE POSTING'S WORDS
J2	Sr. CRM Account Executive – Business Services	New York City, NY · Hybrid	$139.4K–$230.0K	Not stated	HUNTER	"identify, qualify, and close new business opportunities"; "strategic prospecting"
J4	New Logo Account Executive	Denver, CO · On-site	not posted	Not stated	HUNTER	"identify new business by strategically navigating a targeted set of prospective accounts"; "continue to focus on net new logo accounts"
J5	New Logo Account Executive – Retail – IL/OH	Chicago, IL · On-site	$137.3K–$204.5K	Not stated	HUNTER	same posting text as J4
J6	Sr Enterprise Account Exec (Armis/Veza)	Washington, DC · Remote	$145.2K–$239.5K	Enterprise	HUNTER	"produce new business sales revenue from a SaaS license model"; "researching prospect customers"
J7	Sr Enterprise Account Exec (Armis/Veza)	Silver Spring, MD · Remote	$130.7K–$215.6K	Enterprise	HUNTER	same posting text as J6
J8	Sr Enterprise Account Exec (Armis/Veza)	San Diego, CA · Remote	$130.7K–$215.6K	Enterprise	HUNTER	same posting text as J6
J9	Sr Enterprise Account Exec (Armis/Veza)	Orlando, FL · Remote	not posted	Enterprise	HUNTER	same posting text as J6
J10	Enterprise Account Exec – Mid-Atlantic (Armis/Veza), 5 postings	Baltimore, Arlington, Raleigh, Philadelphia, Silver Spring · Remote	$114.4K–$160.0K	Enterprise	HUNTER	"produce new business sales revenue from a SaaS license model"
J18	Enterprise Account Executive – Life Sciences	San Diego, CA · Remote	$114.4K–$188.8K	Enterprise	HUNTER	"produce new business sales revenue from a SaaS license model"
J19	Sr Federal Enterprise Account Executive – Finance	Vienna, VA · On-site	$129.9K–$188.5K	Federal / SLED	HUNTER	"produce new business sales revenue from a SaaS license model"
J20	Sr Federal Enterprise Account Executive – DAF	Vienna, VA · Remote	$137.2K–$186.1K	Federal / SLED	HUNTER	same posting text as J19
J21	Sr Enterprise Account Exec, Cybersecurity (Fed – COCOM/SOF)	Tampa, FL · Remote	not posted	Federal / SLED	HUNTER	"produce new business sales revenue from a SaaS license model"

#	SEAT	WHERE · ARRANGEMENT	POSTED BASE	SEGMENT	MOTION	THE POSTING'S WORDS
J3	Sr CRM Account Executive – Federal	Washington, DC · Remote	$139.4K–$188.0K	Federal / SLED	◐ MIXED	"Prospect and grow pipeline in greenfield agency programs and expand existing CRM footprints"; "act as both player and coach"
J22	AWS Sales Executive – Banking, Insurance, Wealth Management	Orlando, FL · Remote	not posted	Enterprise	◐ MIXED	"accelerate the growth of AWS revenue both with top existing customers and to land new enterprise customers"
J11	Sr. Solution Sales Executive – SLED OT/Cyber-Physical (Armis/Veza), 5 postings	Phoenix, Los Angeles, Dallas, Denver, Kirkland · Remote	$145.2K–$220.0K	Federal / SLED	▲ OVERLAY	"drive new business sales revenue for ServiceNow's OT/Cyber-Physical Systems portfolio" within state and local government, "against a defined set of accounts"
J12	Senior Solution Sales Executive (Armis/Veza)	Chicago, IL · Remote	$125.5K–$207.0K	Not stated	▲ OVERLAY	"Provide input to AE during the account planning process"
J13	Senior Solution Sales Executive (Armis/Veza)	Austin, TX · Remote	not posted	Not stated	▲ OVERLAY	same posting text as J12
J14	Senior Solution Sales Executive – Strategic Retail – Moveworks	New York, Texas (not NYC) · Remote	not posted	Strategic	▲ OVERLAY	"Enable account teams to identify Moveworks opportunities and accelerate adoption and expansion"
J15	Sr. Solution Sales Executive – Data & Analytics – Healthcare (Payer)	Chicago, IL · Remote	$125.5K–$186.6K	Not stated	▲ OVERLAY	"The SSE has the technical fluency to present, demo, and provide customers with the confidence to invest in ServiceNow D&A solutions"
J1	Client Director – Health Life Sciences	New York City, NY · Remote (NJ/NY metro)	$174.2K–$197.5K	Strategic	● ACCOUNT MANAGER	"produce new business with a defined set of ServiceNow's largest existing accounts"
J16	Client Director – Life Sciences – CA	San Diego, CA · Remote	$156.8K–$258.7K	Strategic	● ACCOUNT MANAGER	"a defined set of ServiceNow's largest existing accounts"
J17	Lead Client Director – Strategic Retail – AR	Bentonville, AR · Remote	not posted	Strategic	● ACCOUNT MANAGER	"a defined set of ServiceNow's largest existing accounts"
J23	Mission Account Director, Department of War	Vienna, VA · Remote	not posted	Federal / SLED	● ACCOUNT MANAGER	"Coordinate DoW-wide account strategy and align initiatives across RSDs and MAMs"

Close calls: J2 also mentions expanding "ServiceNow's footprint"; we keep it HUNTER because its lead asks are new business and prospecting. J3 asks for greenfield prospecting and expanding existing CRM footprints and coaches other AEs, so MIXED. The Armis/Veza and federal Enterprise AE template asks only for new business and prospect research, so HUNTER. J11 also says "drive new business sales revenue," but for one product portfolio across a team that includes Client Directors, so OVERLAY. J23 coordinates the Department of War account strategy, so ACCOUNT MANAGER. J4 (Denver) shows no base range in the posting. J1–J23, S48

OTHER SALES SEATS (NOT HUNTING) · US POSTINGS BY KIND (GROUPED BY TITLE)

▸ NOTICE Presales and technical-sales postings (45) outnumber every other kind of non-seller seat. S58



All 106 US Sales-department postings were read Oct 30; the 75 above are not individual quota-carrying seller seats. Presales recounted Oct 31 (titles with consultant, architect, engineer or presales). Includes Director, CRM Sales – Manufacturing (New York, $170,850–$281,900), which manages sellers. S58

All 106 US Sales-department postings were read Oct 30; the 75 above are not individual quota-carrying seller seats. Includes Director, CRM Sales – Manufacturing (New York, $170,850–$281,900), which manages sellers. S58

NEW YORK CRM SALES POSTINGS: THE TIMELINE IN SECTION 05 CARRIES EACH POSTING, ITS DATES AND SOURCE

Business Services before J2: “Senior CRM Account Executive – Business Services” was posted Jul 22 and again Aug 4, 2026, both in Santa Clara, “Primarily West and Central US,” at $139,400–$207,000; both closed. S93, S94 Two earlier untitled New York CRM AE postings S89, S92 name no vertical, so a New York backfill can't be ruled out. J2 reads as a new New York seat, but no source says so (thin evidence). Postings are not people: this shows how often the team hires, not how big it is.

Business Services before J2: “Senior CRM Account Executive – Business Services” was posted Jul 22 and again Aug 4, 2026, both in Santa Clara, “Primarily West and Central US,” at $139,400–$207,000; both closed. S93, S94 Two earlier untitled New York CRM AE postings (S89, S92) name no vertical, so a New York backfill can't be ruled out. J2 reads as a new New York seat, but no source says so (thin evidence). Postings are not people: this shows how often the team hires, not how big it is.

INSIDER TRADES: FORM 4 OPEN-MARKET TRADES, OCT 30, 2025 - OCT 30, 2026

■ bought ▨ sold

▸ NOTICE The only purchases are McDermott's 2 (about $3.00M); the other six rows are 29 sales. S62

INSIDER	ROLE	TRADES	VALUE	LATEST
Bill McDermott	Chairman and CEO	2 purchases	**$3.00M bought**	Feb 27, 2026
Jacqueline Canney	Chief People & AI Enablement Officer	6 sales	**$2.36M**	Aug 28, 2026
Paul Fipps	President, Global Customer Ops	6 sales	**$2.06M**	Aug 31, 2026
Anita Sands	Director	1 sale	**$1.48M**	May 14, 2026
Paul Chamberlain	Director	5 sales	**$1.08M**	Aug 27, 2026
Gina Mastantuono	President and CFO	2 sales	**$0.69M**	Dec 5, 2025

INSIDER	ROLE	TRADES	VALUE	LATEST
Five others	Vice Chairman, General Counsel, PAO, two directors	9 sales	**$1.58M**	May 28, 2026

31 trades across 137 Form 4 filings; values are shares times reported price (Nov–Dec 2025 trades are before the 5-for-1 split). 22 of the 29 sales are in filings that mention a Rule 10b5-1 plan. S62

ANALYST PRICE TARGETS AFTER Q3 (OCT 29) · $ PER SHARE

▸ NOTICE 4 of the 9 post-Q3 targets sit below the $150.13 close; Cantor's $201 is the highest. S43, S44



All post-Q3 targets in the two sources; Piper and Oppenheimer are described as after the results but undated. Oxblood = Neutral or Sell; grey = rating not stated. MarketBeat consensus: Moderate Buy, average $154.57. S43, S44

8-K FILINGS, LAST 12 MONTHS (SELECTED)

FILED	WHAT IT SAYS
2025-12-23	CEO McDermott's agreement extended through Dec 31, 2030 S11
2026-02-17	CEO, CFO and others terminated 10b5-1 sale plans; CEO to buy $3M of stock S12
2026-04-01	$3B revolving credit facility and up to $3B commercial paper S13
2026-04-22	$4B term loan to fund Armis; Q1 results S14
2026-05-15	$4B notes offering S15
2026-10-28	Q3 2026 results S2

METHOD NOTE

Run Oct 30, 2026. Seller postings read in full from ServiceNow's public SmartRecruiters feed (731 postings, 429 in the US). Each seat is classed by its own words, quoted above. Company score = average of four categories. Filings from SEC EDGAR; call quotes from third-party transcripts. Buyer-review and Glassdoor figures are self-reported and labeled; LinkedIn and Sales Navigator were not used.

Limits.

- New York WARN notices and layoffs.fyi could not be read.
- Team size and tenure (section 05) are not public.
- No posting gives OTE, split, quota, ramp, accelerators or attainment; none is estimated.
- Two other employment cases appear only in docket summaries; they were not verified and are left out.

Sources

CLICK ANY URL TO OPEN · TAGS IN THE BRIEF JUMP HERE

TAG	TYPE	TITLE	DATE	EXACT URL
S1	official filing	ServiceNow 10-K, FY2025	2026-01-29	https://www.sec.gov/Archives/edgar/data/1373715/000137371526000007/now-20251231.htm
S2	official filing	Q3 2026 earnings release (8-K Ex. 99.1)	2026-10-28	https://www.sec.gov/Archives/edgar/data/0001373715/000137371526000092/erq3fy26.htm
S3	official filing	Q3 2026 10-Q	2026-10-28	https://www.sec.gov/Archives/edgar/data/0001373715/000137371526000096/now-20260930.htm
S4	other (earnings call)	Q3 2026 earnings call transcript (Motley Fool)	2026-10-29	https://www.fool.com/earnings/call-transcripts/2026/10/29/servicenow-now-q3-2026-earnings-call-transcript/
S5	other (earnings call)	Q3 2026 earnings call transcript (Investing.com)	2026-10-28	https://www.investing.com/news/transcripts/earnings-call-transcript-servicenow-q3-2026-revenue-beats-shares-sink-after-hours-93CH-4981127
S6	other (earnings call)	Q3 2026 earnings call transcript (TradingKey)	2026-10-28	https://www.tradingkey.com/news/transcripts/262249602-tradingkey
S7	news article (reprint of company release)	Q4/FY2025 earnings release (reprint)	2026-01-28	https://www.barchart.com/story/news/37282232/servicenow-reports-fourth-quarter-and-full-year-2025-financial-results-board-of-directors-authorizes-additional-5b-for-share-repurchase-program
S9	other (earnings call)	Q2 2026 earnings call transcript	2026-07-22	https://transcripts.platformaeronaut.com/transcripts/NOW-2Q26-transcript
S10	official filing	Q1 FY25 8-K (Paul Smith resignation)	2025-04-23	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000124/erq1fy25.htm
S11	official filing	8-K, CEO employment agreement amendment	2025-12-23	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000335/now-20251223.htm
S12	official filing	8-K, executives terminate 10b5-1 plans	2026-02-17	https://www.sec.gov/Archives/edgar/data/1373715/000137371526000014/now-20260213.htm
S13	official filing	8-K, $3B revolving credit facility	2026-04-01	https://www.sec.gov/Archives/edgar/data/1373715/000137371526000030/now-20260401.htm
S14	official filing	8-K, $4B term loan (Armis) and Q1 results	2026-04-22	https://www.sec.gov/Archives/edgar/data/1373715/000137371526000054/now-20260417.htm
S15	official filing	8-K, $4B notes offering	2026-05-15	https://www.sec.gov/Archives/edgar/data/1373715/000119312526226644/d60522d8k.htm
S16	official filing	DEFA14A shareholder outreach deck (pay metrics)	2026-05-11	https://www.sec.gov/Archives/edgar/data/0001373715/000137371526000058/defa14amay2026outreacha.htm

TAG	TYPE	TITLE	DATE	EXACT URL
S17	company website	ServiceNow leadership page	2026-10-30	https://www.servicenow.com/uk/company/leadership.html
S18	news article	Bloomberg, ServiceNow loses top sales leaders	2025-05-15	https://www.bloomberg.com/news/articles/2025-05-15/servicenow-loses-top-sales-leaders-in-executive-shuffle
S23	other (benchmark report)	Bridge Group, 2026 AE comp and quota	2026-06-23	https://blog.bridgegroupinc.com/2026-ae-compensation-quota-ai-metrics
S26	review site	Glassdoor AE review	review dated 2026-01-11; page not fetched	https://www.glassdoor.ca/Reviews/Employee-Review-ServiceNow-E403326-RVW102192307.htm
S27	news article	Hoodline, 63 San Diego roles cut	2026-06-14	https://hoodline.com/2026/06/servicenow-axes-63-san-diego-staffers-after-ceo-s-no-layoff-pledge/
S29	news article	The Register, Costa v. ServiceNow	2026-03-31	https://www.theregister.com/2026/03/31/servicenow_says_salesman_overachieved_and/
S31	official filing	Workday 10-K, FY ended Jan 31, 2026	2026-03-06	https://www.sec.gov/Archives/edgar/data/1327811/000132781126000014/wday-20260131.htm
S32	official filing	Freshworks 10-K, FY2025	2026-02-26	https://www.sec.gov/Archives/edgar/data/1544522/000154452226000036/frsh-20251231.htm
S33	official filing	SailPoint 10-K, FY ended Jan 31, 2026	2026-03-19	https://www.sec.gov/Archives/edgar/data/2030781/000203078126000003/sail-20260131.htm
S34	news article	The Register, Salesforce Q4 FY26 (Benioff on ServiceNow)	2026-02-26	https://www.theregister.com/2026/02/26/salesforce_q4_2026/
S35	news article	Nasdaq, Salesforce Q2 call highlights	2026-08-26	https://www.nasdaq.com/articles/salesforce-q2-earnings-call-highlights
S36	news article	The Register, Salesforce vs ServiceNow (Forrester view)	2025-12-05	https://www.theregister.com/2025/12/05/salesforce_agentforce_vs_servicenow/
S37	news article	ITSM.tools, 2026 Gartner MQ ITSM Platforms	2026-09-03	https://itsm.tools/?p=38195
S38	news article	CIO.com, Workday extends Sana to ITSM	2026-05-22	https://cio.com/article/4176376/workday-extends-sana-ai-to-itsm-after-hr-finance.html
S39	company website	Workday IR, to acquire C1.ai	2026-10-13	https://investor.workday.com/news-and-events/press-releases/news-details/2026/Workday-to-Acquire-C1-ai-a-Leading-Agentic-Identity-Platform-for-People-and-Agents/default.aspx
S40	news article	CRN Asia, Palo Alto completes CyberArk	2026-02-12	https://www.crnasia.com/news-network/2026/palo-alto-networks-completes-25b-acquisition-of-cyberark-for-identity-security-push
S41	company website	BusinessWire, ServiceNow + Microsoft agent governance	2026-05-05	https://www.businesswire.com/news/home/20260505065536/en/ServiceNow-expands-AI-agent-governance-through-deeper-integration-with-Microsoft
S42	company website	ServiceNow analyst reports page	2026-10-30	https://www.servicenow.com/company/analyst-reports.html
S43	news article	MarketBeat, analyst target changes after Q3	2026-10-29	https://www.marketbeat.com/instant-alerts/analyst-servicenow-nyse-now-price-target-cut-to-14000-by-analysts-at-ubs-group-2026-10-29/
S44	news article	Finbold, targets after Q3	2026-10-29	https://finbold.com/analysts-revise-servicenow-stock-price-target-after-q3-earnings/
S45	news article	The Next Web, 2030 targets (Analyst Day)	2026-05-05	https://thenextweb.com/news/servicenow-30-billion-2030-now-assist-ai-revenue
S46	news article	Fortune, Knowledge 2026	2026-05-05	https://fortune.com/2026/05/05/servicenow-knowledge-2026-autonomous-workforce-microsoft-nvidia-ai-announcements/
S48	company website	ServiceNow careers (SmartRecruiters feed)	2026-10-30	https://careers.servicenow.com/

TAG	TYPE	TITLE	DATE	EXACT URL
S50	other (benchmark report)	Betts Recruiting, AE compensation trends 2026	2026-04-16	https://bettsrecruiting.com/blog/top-tech-account-executive-compensation-trends-in-2026/
S51	review site	G2, ServiceNow IT Service Management reviews	2026-10-30	https://g2.com/products/servicenow-it-service-management/reviews
S52	review site	TrustRadius, ServiceNow IT Service Management	2026-10-30	https://www.trustradius.com/products/servicenow-it-service-management/reviews/all
S53	other (state WARN record, via tracker)	WARN Tracker, ServiceNow (California WARN notices)	2026-10-30	https://www.warntracker.com/company/servicenow
S54	court record	Costa v. ServiceNow, D. Md. 8:26-cv-00501, memorandum order (Aug 4, 2026)	2026-08-04	https://law.justia.com/cases/federal/district-courts/maryland/mddce/8:2026cv00501/599587/18/
S55	official filing	SEC XBRL company facts: ServiceNow quarterly sales & marketing expense and revenue	2026-10-30	https://data.sec.gov/api/xbrl/companyconcept/CIK0001373715/us-gaap/SellingAndMarketingExpense.json
S56	official filing	ServiceNow 10-K, FY2023 (employees at Dec 31, 2023)	2024-01-25	https://www.sec.gov/Archives/edgar/data/1373715/000137371524000030/now-20231231.htm
S57	official filing	ServiceNow 10-K, FY2024 (employees at Dec 31, 2024)	2025-01-30	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000010/now-20241231.htm
S58	company website	SmartRecruiters public API, ServiceNow postings (106 US Sales-department postings read in full)	2026-10-30	https://api.smartrecruiters.com/v1/companies/ServiceNow/postings
S59	other (earnings call)	ServiceNow Q4 2025 earnings call transcript (Motley Fool)	2026-01-28	https://www.fool.com/earnings/call-transcripts/2026/01/28/servicenow-now-q4-2025-earnings-call-transcript/
S60	official filing	8-K, CFO appointment (Gina Mastantuono, effective Jan 13, 2020)	2019-11-18	https://www.sec.gov/Archives/edgar/data/1373715/000137371519000297/servicenowcfopressrele.htm
S61	news article	The Register, McDermott amended agreement (co-CEO structure)	2025-12-30	https://www.theregister.com/2025/12/30/servicenow_outlines_coceo_structure/
S62	official filing	SEC EDGAR, ServiceNow Form 4 filings (137 filed Oct 30, 2025 – Oct 30, 2026)	2026-10-30	https://www.sec.gov/cgi-bin/browse-edgar?action=getcompany&CIK=0001373715&type=4&dateb=&owner=include&count=100
S65	company website	ServiceNow leadership bio, Steve Zirkel, SVP Global CRM Sales	2026-10-31	https://www.servicenow.com/company/leadership/steve-zirkel.html
S66	review site	Glassdoor, ServiceNow Account Executive interviews (page updated Aug 1, 2026)	2026-10-31	https://www.glassdoor.com/Interview/ServiceNow-Account-Executive-Interview-Questions-EI_IE403326.0,10_KO11,28.htm
S67	review site	Glassdoor interview review, Global Strategic Account Manager, Boston	2026-01-17	https://www.glassdoor.com/Interview/ServiceNow-Interview-E403326-RVW102314102.htm
S68	news article (reprint of company release)	IPC Systems press release: IPC is deploying ServiceNow (reprint)	2026-05-07	https://newswire.telecomramblings.com/?p=145728
S69	company website	ServiceNow customer story, EXL	undated (read 2026-10-31)	https://www.servicenow.com/uk/customers/exl.html
S70	company website	ServiceNow customer story, KPMG US	undated (read 2026-10-31)	https://www.servicenow.com/customers/kpmg-us.html
S71	news article (reprint of company release)	Konversational named ServiceNow CRM Partner of the Year, Americas (PRNewswire reprint)	2026-03-09	https://www.bolsamania.com/nota-de-prensa/mercados/konversational-awarded-servicenow-crm-partner-of-the-year-for-the-americas-region--21973858.html
S72	rival company website	Salesforce customer story, Moody's (agentic service)	2026-07-30	https://www.salesforce.com/customer-stories/moodys/agentic-service/
S73	rival company website	Salesforce customer story, Wiley	2024-09-10 (updated 2026-01-20)	https://www.salesforce.com/customer-stories/wiley/

TAG	TYPE	TITLE	DATE	EXACT URL
S75	news article	CX Today, Gartner Magic Quadrant for CRM Customer Engagement Center 2025	2025-11-03	https://www.cxtoday.com/crm/gartner-magic-quadrant-crm-customer-engagement-center-2025/
S76	other (analyst-relations summary)	Spotlight AR, Forrester Wave: Customer Service Solutions Q1 2026, Leaders	2026-03	https://research.oz.spotlightar.com/reports/forrester-wave-customer-service-solutions-q1-2026/leaders
S77	news article	Redmond Magazine, Microsoft named a Leader in Forrester customer service report	2026-03-27	https://redmondmag.com/Articles/2026/03/27/Microsoft-Named-a-Leader-in-Forrester-Customer-Service-Report.aspx
S78	company website	ServiceNow blog, Leader in Forrester Wave: Customer Service Solutions	2026-03-20	https://www.servicenow.com/blogs/2026/leader-forrester-wave-customer-service-solutions
S79	news article (joint release)	Business Wire, Panasonic Avionics replaces legacy systems with ServiceNow CRM	2026-01-28	https://www.businesswire.com/news/home/20260128986194/en
S80	other (analyst blog)	Forrester blog, ServiceNow and Salesforce cross battle lines in an escalating CRM war	2025-03-18	https://www.forrester.com/blogs/servicenow-and-salesforce-cross-battle-lines-in-an-escalating-crm-war
S82	news article	Nasdaq, ServiceNow Q2 2026 earnings call highlights	2026-07-22	https://www.nasdaq.com/articles/servicenow-q2-earnings-call-highlights
S83	news article	Salesforce Ben, Salesforce poaches 5 customers from ServiceNow	2026 (Q4 FY26 call)	https://www.salesforceben.com/salesforce-poaches-5-customers-from-servicenow-purgatory/
S84	other (archived job posting)	SmartRecruiters, Sr CRM Account Executive – Financial Services, New York (expired)	2026-09-14	https://jobs.smartrecruiters.com/ServiceNow/744000149436283
S85	other (archived job posting)	Teal, Senior CRM Account Executive – Telecom, Media and Technology, New York	about 2026-09-21	https://www.tealhq.com/job/senior-crm-account-executive_7ea1abc5fa845185f2bea35c15a2b359ebd59
S86	other (archived job posting)	purpose.jobs, Sr. CRM Account Executive – Media, New York (closed)	2026-08-27	https://www.purpose.jobs/discover/companies/servicenow/jobs/91372809-sr-crm-account-executive-media
S87	other (archived job posting)	purpose.jobs, Director, CRM Sales – Telecommunications & Media, New York (closed)	2026-08-27	https://www.purpose.jobs/discover/companies/servicenow/jobs/91372811-director-crm-sales-telecommunications-media
S88	other (archived job posting)	Built In NYC, Director, CRM Sales, New York (removed Aug 26, 2026)	removed 2026-08-26	https://www.builtinnyc.com/job/director-crm-sales/10840895
S89	other (archived job posting)	Built In NYC, Sr. CRM Account Executive, New York (removed Aug 26, 2026)	removed 2026-08-26	https://www.builtinnyc.com/job/sr-crm-account-executive/10226265
S90	other (archived job posting)	Built In NYC, Sr CRM Account Executive – Banking, New York (removed Aug 7, 2026)	removed 2026-08-07	https://www.builtinnyc.com/job/sr-crm-account-executive-banking/10226252
S91	other (archived job posting)	SmartRecruiters, Sr. CRM Account Executive (Financial Services), New York (expired)	2026-06-22	https://jobs.smartrecruiters.com/ServiceNow/744000133468529
S92	other (archived job posting)	Built In, Sr. CRM Account Executive, hiring remotely in New York (removed Jun 23, 2026)	removed 2026-06-23	https://builtin.com/job/sr-crm-account-executive/9771901
S93	other (archived job posting)	purpose.jobs, Senior CRM Account Executive – Business Services, Santa Clara (closed)	2026-07-22	https://www.purpose.jobs/discover/companies/servicenow/jobs/87121136-senior-crm-account-executive-business-services
S94	other (archived job posting)	SmartRecruiters, Senior CRM Account Executive – Business Services, Santa Clara (expired Aug 20)	2026-08-04	https://jobs.smartrecruiters.com/ServiceNow/744000141362549
S96	other (job board)	Built In NYC, Salesforce jobs	2026-10-31	https://www.builtinnyc.com/company/salesforce/jobs
S97	job posting	Built In NYC, Salesforce Enterprise Account Executive – Financial Services	2026-10-31	https://www.builtinnyc.com/job/enterprise-account-executive-financial-services/7553509
S100	official filing	Salesforce Q2 FY27 results (8-K exhibit 99.1)	2026-08-26	https://www.sec.gov/Archives/edgar/data/0001108524/000110852426000187/crm-q2fy27xexhibit991.htm
S101	other (WARN aggregator)	WARN Tracker, Salesforce	2026-10-31	https://www.warntracker.com/company/salesforce

TAG	TYPE	TITLE	DATE	EXACT URL
S102	news article	Business Today, Salesforce cuts nearly 1,000 jobs (citing Business Insider)	2026-02-11	https://www.businesstoday.in/technology/story/salesforce-cuts-nearly-1000-jobs-as-ai-push-reshapes-operations-515580-2026-02-11
S103	rival company website	Salesforce leadership bio, Alexa Vignone	2026-10-31	https://www.salesforce.com/company/alexa-vignone-bio/
S104	news article	The AI Software Report, Salesforce promotes Miguel Milano to COO	2026-08-26	https://theaisoftwarereport.com/salesforce-promotes-miguel-milano-to-coo-in-broader-leadership-reshuffle/
S105	other (job board)	Built In NYC, Zendesk jobs	2026-10-31	https://www.builtinnyc.com/company/zendesk/jobs
S106	job posting	Zendesk Enterprise Account Executive – Hunter (R35391), via HACE job board	2026-10-31	https://jobs.haceonline.org/job/enterprise-account-executive-hunter/85712051/
S107	job posting	Zendesk Enterprise Account Executive (R35391), via Hire Heroes USA job board	2026-08-26	https://jobs.hireheroesusa.org/jobs/584278141-enterprise-account-executive-at-zendesk
S111	news article	The Next Web, Zendesk CEO Tom Eggemeier interview	2026-10-08	https://thenextweb.com/news/tom-eggemeier-zendesk-meta-muse-ai-revenue-tnw-podcast
S113	other (WARN aggregator)	WARN Tracker, Zendesk	2026-10-31	https://www.warntracker.com/company/zendesk
S114	news article	Kore1, Zendesk layoffs 2026 (citing Business Post)	2026-08-04	https://www.kore1.com/zendesk-layoffs-2026/
S115	rival company website	Zendesk newsroom, Chris Donato appointed	2024-05-22	https://www.zendesk.com/se/newsroom/articles/chris-donato/
S116	other (job board)	Jobs by Culture mirror, HubSpot Account Executive postings (careers IDs 5990250, 5990166)	2026-10-31	https://jobsbyculture.com/jobs-at/hubspot/account-executive
S117	job posting	HubSpot Account Executive – Enterprise (ID 5990250), via job-board mirror	2026-10-20	https://jobsbyculture.com/jobs/hubspot/account-executive-enterprise
S121	official filing	HubSpot Q2 2026 results (8-K exhibit 99.1)	2026-08-05	https://www.sec.gov/Archives/edgar/data/0001404655/000119312526335148/hubs-ex99_1.htm
S122	official filing	HubSpot 8-K, restructuring (Item 2.05)	2026-10-06	https://www.sec.gov/Archives/edgar/data/0001404655/000119312526414965/d183135d8k.htm
S123	rival company website	HubSpot management bio, Jon Dick	2026-10-31	https://www.hubspot.com/company/management/jon-dick
S128	other (earnings call)	ServiceNow Q2 2025 earnings call transcript	2025-07-23	https://transcripts.platformaeronaut.com/transcripts/NOW-2Q25-transcript
S129	other (earnings call)	ServiceNow Q3 2025 earnings call (AllMind transcript)	2025-10-29	https://allmind.ai/earnings/event/2818089
S130	other (earnings call)	ServiceNow Q4 2025 earnings call transcript	2026-01-28	https://transcripts.platformaeronaut.com/transcripts/NOW-4Q25-transcript
S131	news article	ServiceNow Q1 2026 earnings call (jbiznews)	2026-04-22	https://jbiznews.com/?p=322589
S133	news article (reprint of company release)	Business Wire, ServiceNow Financial Analyst Day (CRM ACV $1.4B)	2025-05-06	https://www.businesswire.com/news/home/20250506369989/en
S134	official filing	ServiceNow 10-K, FY2024	2025-01-30	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000010/now-20241231.htm
S140	official filing	ServiceNow Q2 2026 results (8-K Ex. 99.1)	2026-07-22	https://www.sec.gov/Archives/edgar/data/0001373715/000137371526000072/erq2fy26.htm
S141	official filing	ServiceNow Q1 2026 results (8-K Ex. 99.1)	2026-04-22	https://www.sec.gov/Archives/edgar/data/0001373715/000137371526000054/erq1fy26.htm
S142	official filing	ServiceNow Q4 2025 results (8-K Ex. 99.1)	2026-01-28	https://www.sec.gov/Archives/edgar/data/1373715/000137371526000005/erq4fy25.htm

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S143	official filing	ServiceNow Q3 2025 results (8-K Ex. 99.1)	2025-10-29	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000305/erq3fy25.htm
S144	official filing	ServiceNow Q2 2025 results (8-K Ex. 99.1)	2025-07-23	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000274/erq2fy25.htm
S145	official filing	ServiceNow Q1 2025 results (8-K Ex. 99.1)	2025-04-23	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000124/erq1fy25.htm
S146	official filing	ServiceNow Q4 2024 results (8-K Ex. 99.1)	2025-01-29	https://www.sec.gov/Archives/edgar/data/1373715/000137371525000007/erq4fy24.htm
S147	official filing	ServiceNow Q3 2024 results (8-K Ex. 99.1)	2024-10-23	https://www.sec.gov/Archives/edgar/data/1373715/000137371524000342/erq3fy24.htm
S148	official filing	ServiceNow Q4 2023 results (8-K Ex. 99.1)	2024-01-24	https://www.sec.gov/Archives/edgar/data/1373715/000137371524000009/erq4fy23.htm
S149	official filing	ServiceNow Q4 2022 results (8-K Ex. 99.1)	2023-01-25	https://www.sec.gov/Archives/edgar/data/1373715/000137371523000016/erq4fy22.htm
S150	official filing	ServiceNow Q4 2021 results (8-K Ex. 99.1)	2022-01-26	https://www.sec.gov/Archives/edgar/data/1373715/000137371522000006/erq4fy21.htm
S151	web page (company)	ServiceNow, CRM solutions page (products and descriptions)	2026-11-01	https://servicenow.com/uk/solutions/crm.html
S152	web page (company)	ServiceNow, ServiceNow vs. Salesforce comparison page	2026-11-01	https://www.servicenow.com/servicenow-vs-salesforce.html
S153	web page (company)	ServiceNow, IT Service Management product page	2026-11-01	https://www.servicenow.com/products/itsm.html
S154	web page (company)	ServiceNow, Enterprise Service Management product page	2026-11-01	https://www.servicenow.com/products/enterprise-service-management.html
S155	press release	ServiceNow completes acquisition of Moveworks (Business Wire)	2025-12-15	https://www.businesswire.com/news/home/20251215128980/en/ServiceNow-completes-acquisition-of-Moveworks
J1	job posting	Client Director – Health Life Sciences	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000156609039
J2	job posting	Sr. CRM Account Executive – Business Services	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000158618749
J3	job posting	Sr CRM Account Executive – Federal	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000158604059
J4	job posting	New Logo Account Executive	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000158327600
J5	job posting	New Logo Account Executive – Retail – IL/OH	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000155545980
J6	job posting	Sr Enterprise Account Exec (Armis/Veza)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157162946
J7	job posting	Sr Enterprise Account Exec (Armis/Veza)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157223599
J8	job posting	Sr Enterprise Account Exec (Armis/Veza)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000153797219
J9	job posting	Sr Enterprise Account Exec (Armis/Veza)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157222315
J10	job posting	Enterprise Account Exec – Mid-Atlantic (Armis/Veza), 5 postings	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157196049
J11	job posting	Sr. Solution Sales Executive – SLED OT/Cyber-Physical (Armis/Veza), 5 postings	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000153809089
J12	job posting	Senior Solution Sales Executive (Armis/Veza)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000153793876
J13	job posting	Senior Solution Sales Executive (Armis/Veza)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000153798798

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J14	job posting	Senior Solution Sales Executive – Strategic Retail – Moveworks	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157876059
J15	job posting	Sr. Solution Sales Executive – Data & Analytics – Healthcare (Payer)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000156641589
J16	job posting	Client Director – Life Sciences – CA	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000154191759
J17	job posting	Lead Client Director – Strategic Retail – AR	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157528779
J18	job posting	Enterprise Account Executive – Life Sciences	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000145352789
J19	job posting	Sr Federal Enterprise Account Executive – Finance	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000152475450
J20	job posting	Sr Federal Enterprise Account Executive – DAF	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000150432985
J21	job posting	Sr Enterprise Account Exec, Cybersecurity (Fed – COCOM/SOF)	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000136882949
J22	job posting	AWS Sales Executive – Banking, Insurance, Wealth Management	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000153012946
J23	job posting	Mission Account Director, Department of War	read 2026-10-30	https://jobs.smartrecruiters.com/ServiceNow/744000157519777