Key decisions

- What is the target state of digital engagement for your customers? Do you plan to create a separate digital channel?
- How fast do you want to move from where you are to the target state? What is your aspiration for the next 6, 12, and 24 months?
- Where do you want to start and how do you prioritize activities to move to the target state?
- What role should physical stores play in the future (e.g., transactions vs. experience center)?

Checklist of key actions

1 **Define the new hybrid working norms for your employees and customers (see more in the Hybrid HR Quick Start Guide)**
- ☐ Define what 'hybrid' means to your organization and proactively define dimensions of hybrid work (e.g., work site, work location, work hours, sales channels) to offer employees flexibility to meet customers' needs
- ☐ Enable teams to develop agreements to transparently establish working norms
- ☐ Communicate norms/policy in a transparent way using an easy-to-access portal

2 **Repurpose the office as hubs for apprenticeship, skills building, and networking**
- ☐ Think through how working spaces can amplify employee productivity needs better
- ☐ Consider the role of the office in the lifecycle of an employee's career – from recruiting, early in tenure mentorship, later in career, to departure

3 **Build and boost digital demand and engagement with tight marketing integration**
- ☐ Joint planning with marketing on omnichannel experiences & connected e-commerce + sales routes to market
- ☐ Expand digital engagement marketing across segments; increase visibility for sellers into marketing engagement of their customers & suggest actions

4 **Reinvent the experience of digital events to meet your customers' expectations**
- ☐ Create digital-specific experiences; digital events should not recreate live events but provide a cinematic, intimate and interactive experience.
- ☐ Align the structure of your event teams with digital event production

5 **Rethink your talent model and performance management to train employees for digital selling and measure performance more accurately**
- ☐ Transform every salesperson into a digital seller by ensuring employees have training and access to tools to become digital-first sellers
- ☐ Measure performance based on relevant and targeted metrics (e.g., floor and digital customer conversions for one retail employee)

6 **Train your customers and employees to be ready for digital sales experiences**
- ☐ Leverage one-to-many training opportunities to upskill employees more quickly and efficiently than in-person one-to-few training sessions
- ☐ Deliver training from leading experts given the global employee reach and revise trainings with real-time feedback and data from participants

7 **Build a common roadmap with your organization's IT function (see more in the Hybrid IT Quick Start Guide)**
- ☐ Provide employees with scalable digital tools that provide customer analytics, competitor benchmarks and training (e.g., Sales Navigator, live AI sales coaching)
- ☐ Deploy listening systems to understand customer's needs
- ☐ Deploy technologies to enable seamless customer experiences in the E2E sales cycle across the physical and digital worlds

> "Having a strong digital sales channel is good for all your sellers. It's a powerful additive to how you sell in all channels"
>
> **–Chris Weber**
> CVP, Worldwide Commercial Business, Microsoft

Risks and Opportunities

Talent
- Evolving customer preferences in how and where they want to purchase
- Customer's own policy for hybrid work
- Trends in work-life balance and how you manage employee self care in hybrid

Culture
- Organization's capability to absorb a digital-first mindset and overcome muscle memory
- Working dynamics between teams and functions (e.g., between sales and engineering)

Tools
- New marketing & sales tools
- Technologies that might disrupt GtM approaches, e.g., AI that accelerates customer engagement through automation

Other resources

1. **Digital selling:** Microsoft pivots to digital selling with Dynamics 365 to reach more customers
2. **Sales accelerator:** Improve sales productivity and remote selling with Sales accelerator
3. **Customer success story:** Engage your customers with digital transformation
4. **Digital empathy:** Transforming sales and leading with empathy