



Hybrid Work: A Guide for Business Leaders

2022 Edition





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1. Great Expectations: Making Hybrid Work *Work*

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The people who went home to work in March 2020 aren't the same as those coming back to the office in 2022. Today's employees have great expectations for what they want out of work, and flexibility and wellbeing have become non-negotiables. Understanding and keeping pace with new expectations are key to making hybrid work *work*.

“Everything becomes more complex, not less complex, in hybrid work. As Microsoft moves to hybrid, we're sharing what we're learning at scale from around the world to help customers make the shift.”

Satya Nadella
Microsoft CEO

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1 As we embrace the new normal and leaders tackle making hybrid work *work*, big questions loom: What is the role of the office? How do we ensure remote meeting participants feel included? How do leaders empower employees to fight burn out? How do companies build social capital in a digital-first world? The challenge ahead for every leader and organization is to set the standard for flexible work in a way that balances business needs with new employee expectations in a post-pandemic job market.

2 Hybrid work requires a deliberate, thoughtful approach. Leaders need a strategy that activates the whole organization and puts forth a plan to embrace new cultural norms with technologies designed for the hybrid world – ones that bridge the digital and physical, ensuring every employee can engage and contribute, regardless of where, when or how they're working.

3 In this guide, we'll share what we're learning as Microsoft embraces a hybrid work model—and the keys to success we're discovering along the way.

Employees' priorities are changing when it comes to work. They are now rethinking what they want from their job and how it will impact newfound priorities around health, family, time, and purpose.

Based on findings from the 2022 Annual Work Trend Index, we've identified [5 key trends](#) every business leader needs to know to make hybrid work work.

Five trends business leaders need to know in 2022

1. Employees have a new “worth it” equation.
2. Managers feel wedged between leadership and employee expectations.
3. Leaders need to make the office worth the commute.
4. Flexible work doesn't have to mean “always on.”
5. Rebuilding social capital looks different in a hybrid world.

Learn more about these trends in the latest [Work Trend Index report](#).

Source: Microsoft's annual [Work Trend Index](#), March 2022.

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“Every organization operates differently, but it’s the physical, digital, and culture of the company coming together to create the experience you need for your employees to be productive, creative, and innovative.”

Michael Ford
CVP, Global Workplace Services at Microsoft

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Embracing the Opportunity: Microsoft's Approach to Hybrid Work

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Our goal is to help business leaders learn from our experience keeping over 190,000 people productive, connected, and empowered around the world. In this guide, we will share how we're preparing Microsoft and our customers for the hybrid workplace across three key areas: **Culture, Space, and Technology.**

Culture

- Prioritize culture to enable hybrid work.
- Empower managers to lead the shift.
- Make Microsoft Viva your Employee Experience Platform.
- Rebuild social capital in hybrid work.
- Help people learn and make an impact in the flow of work.
- Focus on culture to attract and retain talent.
- Combat digital exhaustion from the top.



Space

- Design for the people not in the room.
- Transform your physical spaces with intelligent, cloud-powered services.
- Prepare for the metaverse.



Technology

- Use Teams to transform your business.
- Work securely from anywhere with Windows 11 and Windows 365.
- Move everything to the cloud — as quickly as you can.
- Digitize every business process — from operations to sales.
- Mandate zero-trust security from cloud to edge.



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Culture

Our shift to a hybrid work model begins with **culture**—one that embraces a growth mindset, a willingness to reimagine nearly every aspect of the way work gets done.

Every employee needs to be empowered to develop new skills to adapt to this new way of working, and with the right support and tools, hybrid work can unlock potential for a workplace that works for everyone.

At Microsoft, we are **embracing flexibility as a principle to give our employees around the world greater choice** in when, where, and how they work. Our flexible work policy gives employees the option to work from home **up to 50 percent of the time** (or more with manager approval), as well as flexibility in their work schedule and work location. It's a big shift – and we're leaning into our **growth mindset culture** and taking a 'learn it all' approach as we [make hybrid work a reality at Microsoft](#).

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 **Prioritize culture to enable hybrid work**

All organizations are different, but every business leader needs a plan and policies to help you prioritize flexibility and wellbeing to build **digital empathy** into every aspect of your culture—from global guidelines to team-level meeting norms that help everyone feel included and engaged. These changes are needed to ensure that everyone has an inclusive experience, regardless of physical location. The digital employee experience is now as important as the in-person experience.

- **Set a clear, flexible work policy** that gives people a choice in how, when, and where they work. The key is to align as an organization on a policy and principles to enable flexible work, and to determine what decisions you will make centrally and where you'll empower local decision-making.

- **Empower managers and leaders** to adapt the global policy to fit their diverse business needs and team expectations.
- **Apply empathy to your digital solutions and cultural norms.** For example, configure meeting rooms to optimize for remote participants and then encourage onsite participants to join Microsoft Teams as soon as they enter the room, so remote participants don't miss out on the informal banter crucial to rebuilding social capital and connection. Check out our [Tips & Tricks](#) for insights into how to conduct effective hybrid and remote meetings using Microsoft Teams.
- **Leverage our [manager quick guide](#)** for developing team agreements in a hybrid workplace.

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Three Core Flexibility Scenarios

This guide outlines the following core flexibility scenarios in a hybrid workplace.



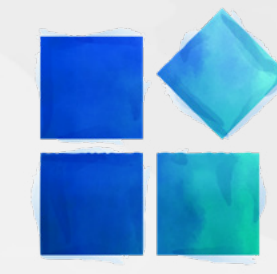
Employee is requesting a change to their work site

- Work from home **less than 50%** of work time per week
- Work from home **50% or more** of work time per week



Employee is requesting a change to their work location

- Relocate **within the same country**
- Relocate to **a different country**



Employee is requesting a change to their work hours

- Changing **number of hours worked**
- Requesting **more schedule flexibility**

Figure 1 Microsoft flexible work scenarios.

When planning for hybrid work consider work site, work location, and work hours.

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Empower managers to lead the shift

Managers are more critical than ever. They are the conduit for leadership to understand new employee expectations and need to be [empowered to create team norms](#) for the lived hybrid experience. With 74 percent of managers expressing that they don't have the influence or resources to make changes on behalf of their team, leaders need to proactively ensure their managers have the decision-making authority, tools, and skills they need lead this transition.

- **Give managers the tools** to shape their team working model and empower them to make decisions—including approving when individuals can work from home beyond the 50 percent corporate policy and authorizing new home-office equipment purchases.
- **Create new team norms** by encouraging managers to have conversations with their teams to develop team-specific or organization-wide norms—such as “no-meeting” Fridays or using the “delay delivery” feature in Outlook so team members don't feel they need to respond right away.
- Encourage managers to “**model, coach, and care**” to create the culture that enables everyone to thrive in a more flexible work world.



Make Microsoft Viva your employee experience platform

The digital experience of working for a company is now the employee experience. Hybrid work is having a profound impact on the employee experience. It can no longer be grounded solely in a physical space. Digital experiences are absolutely essential to the way your company creates a sense of culture and connection. [Microsoft Viva](#), our employee experience platform (EXP), enables organizations – including those with highly dispersed workforces – to create a **holistic employee experience** that spans both the physical and digital world.

Microsoft Viva brings together traditionally fragmented experiences—like **communications, knowledge, learning, insights, and goals**—into a single, coherent platform built around the employee and accessed right within Microsoft Teams. Our employees have been using Microsoft Viva and their feedback highlights the tremendous value in having a unified, integrated employee experience that offers personal wellbeing insights and recommended actions, makes continuous learning a natural part of work and culture, and harnesses the organization's institutional knowledge to help people find the information they need. We're also in the process of adding new capabilities based on their feedback, ensuring that we're learning and improving the employee experience for customers.

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“ Thanks to the new tools and technologies at our disposal, we’re better able to measure and optimize for the elements of work that truly move the needle. Embracing this new mindset means we can help our people unlock a new level of productivity, innovation, and strong bottom-line results.”

Jared Spataro
CVP, Modern Work at Microsoft

Rebuild social capital

In a digital-first work world, we can't rely solely on the office to recoup the social capital we've lost since the start of the pandemic. Our networks have shrunk and it's hurting wellbeing and risking burn out. As we transition to hybrid work, leaders must be intentional about reconnecting both hybrid and remote workers into the fabric of the organization.

Microsoft Viva Insights provides privacy-protected insights and actionable recommendations that help everyone in the organization work smarter and achieve balance. Along with Glint, Viva Insights helps managers and leaders understand work patterns and take steps to improve employee engagement and wellbeing. Daily polls enable us to keep a pulse on employee sentiment, and we have channels for employees to ask questions and share what's on their minds.

Social capital will be crucial for success. In our survey, employees with thriving relationships with their immediate team report better wellbeing than those with poor relationships (76 percent versus 57 percent), higher productivity (50 percent versus 36 percent), and are less likely to change employers in the year ahead (only 39 percent versus 61 percent).

Don't underestimate the value of broad workplace networks. Employees with thriving relationships outside their immediate team say they're more satisfied with their employer, more fulfilled by work, and have a more positive outlook on workplace stress than those with weak organizational networks. [LinkedIn data](#) shows that employees at companies with high internal mobility stay almost 2 times longer than those who don't.

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“ Social capital has to do with the resources and opportunities you have access to because of who you know. When people trust one another and have that kind of capital, you get a willingness to take risks, you get more innovation and creativity and less groupthink.”

Nancy Baym
Principal Researcher, Microsoft Research

➔ Help people learn and make a greater impact in the flow of work

As the role of work evolves, employees are focusing on impact over activity. According to our research, they're hungry to learn new skills, participate in trainings, and mentor others in their organization in order to maximize impact. They know the skills required to do a given job today will change in the near future and they want to be prepared to thrive.

Employee learning is increasingly important and radically different in hybrid work. Fostering a culture of continuous learning and offering technology that helps employees develop new skills will be critical in this new reality. Together, Microsoft Teams and Microsoft Viva offer a centralized place for organizations to empower their employees with employee trainings, upskilling, and more. Additionally, [Microsoft Learning](#), powered by Microsoft Viva Learning and the LinkedIn Learning Hub, is a new place for everyone to discover new skills and find certifications with interactive, hands-on learning paths.

➔ Focus on culture to attract and retain new and diverse talent

Employee priorities are shifting—they are prioritizing positive culture, mental health/wellbeing benefits, a sense of purpose/meaning, and flexible work hours. And younger employees are looking beyond their “day job” for creative opportunities. For leaders, this is creating new challenges—not just in attracting and retaining top talent, but in engaging their current employees who [increasingly define and design their careers](#) around their creative pursuits. Leaders need to focus on creating a culture to attract and retain the best talent in this new reality – one that embraces flexibility, helps people prioritize wellbeing, and values experimentation and a growth mindset.

“To be effective leaders today, we need to embrace intentionality and the willingness to learn an entirely new set of skills, including the ability to prioritize and rally our teams around impact, rather than activity.”

Jared Spataro
CVP, Modern Work at Microsoft

Combat digital exhaustion from the top

Flexible work doesn't mean "always on" and the latest [data](#) paints a clear picture: the way we've been working in the hybrid world isn't sustainable. For flexible work to be sustainable, managers need to be empowered to create norms around flexible work that help their employees reduce time spent in meetings and empower them to hit the off switch. Here are some of the things we've found successful:

- **Reduce the risk of burnout.** Use Microsoft Viva Manager Insights to get anonymized insights into team and organizational wellbeing—create a focus plan and keep a pulse on things like meeting overload and weekend work.
- **Encourage quiet time.** Promote [employee wellbeing](#) and help employees develop more sustainable work practices and habits. Encourage employees to use Viva to create a focus plan to prioritize quiet time to get work done.
- **Encourage people to take breaks.** [Research](#) from our Human Factors Lab shows that taking even short breaks between meetings can have a big impact. [New settings](#) in Outlook automatically shorten meetings by 5, 10, or 15 minutes and can be implemented individually or company-wide.
- **Avoid unnecessary meetings.** Reduce meeting overload by collaborating asynchronously. Use PowerPoint recording studio to record a presentation and share it with colleagues to watch on their own time.



Hybrid meetings aren't a new phenomenon, but the remote experience taught us the power of symmetrical presence in the workplace. The New Hybrid will be one where all participants are full participants, fully enfranchised, with full presence in meetings and the workplace."

Bill Buxton
Partner Researcher at Microsoft

Space

As employees prioritize and embrace flexibility, 38 percent of hybrid employees say their biggest challenge is knowing when and why to come into the office. Leaders need to rethink the role of the office space and adopt a degree of intentionality around the who, where and why of in-person gatherings.

New cultural norms should be developed to help ensure the office is additive to the employee experience—helping all employees feel connected, engaged and able to innovate and do their best work. Spaces should be updated or reconfigured to empower employees to connect and collaborate in a hybrid setting.

“You want to ensure offices are flexible enough to support every employee as they come into work. A mix of quiet places, collaboration areas, and interesting touchdown locations, coupled with new meeting norms and habits for including those not in the room, will ensure everyone can be connected, engaged, and productive wherever they are.”

Michael Ford
CVP, Global Workplace Services at Microsoft



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 **Design for the people *not* in the room**

Our research shows that making everyone feel included in a hybrid meeting, regardless of where they're sitting, will be key to making hybrid work *work*. We're [designing the hybrid meeting experience](#) for everyone with the help of [Microsoft Teams Rooms](#) to bring remote attendees "into the room," so everyone feels like they have a seat at the table and can be seen, heard, and participate – from anywhere. Here's how:

- **With front row in Teams Rooms**, the video gallery appears at the bottom of the screen so in-room participants can see remote colleagues face-to-face—almost as if they were in the same room. Meeting content is surrounded by contextual information like chat and a list of raised hands, helping people stay engaged and productive.
- **Intelligent cameras** will optimize the view for remote participants by building onto existing capabilities to deliver three unique technologies: AI-powered active speaker tracking, multiple video

streams that place in-room participants in their own video pane, and people recognition which allows for the names of in-room meeting participants to appear in their individual video panes

- **Intelligent speakers** provide speaker attribution in meeting transcripts for people joining from a Teams Room, allowing everyone in the meeting to spend less time note taking and easily follow along who said what in the room.
- **Inclusive features** like live captions, live transcription, raise your hand, live reactions, and chat help people follow along and offer opportunities to chime in nonverbally or without interrupting the speaker.
- **Microsoft Whiteboard** provides a shared digital canvas, fostering collaboration and co-creation. Participants in the room can link directly on a [Surface Hub 2S](#) or from their phone or laptop to draw and brainstorm with colleagues, wherever they are.

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- **Intelligent capture** uses a content camera to capture, focus, resize, and enhance analog whiteboard images and text so that remote attendees can clearly see brainstorming in real time, even when someone is standing in front of the whiteboard.
- **Coordinated Meetings** enables Teams Rooms and Surface Hub 2S to be deployed in the same space, working together to enable especially collaborative meeting experiences.
- **Microsoft Teams certified first [and third-party hardware](#)** delivers premier audio and video quality to ensure everyone can be seen and heard clearly.
- **Outlook RSVP** helps hybrid workers indicate whether they'll attend a meeting in person or remotely, helping ensure no one shows up to an empty office or misses a team gathering.



- 1 Roster of raised hands for inclusive participation
- 2 Meeting content centered on the screen for optimal viewing
- 3 Meeting chat clearly visible for increased engagement
- 4 Remote participants viewed at eye level for face-to-face collaboration

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➔ Transform your physical spaces into intelligent, cloud-powered services

In a hybrid world, organizations need to digitize every space and place to make the right decisions and investments as needs evolve over time.

At Microsoft, we're embracing "facilities-as-a-service," using Workplace Analytics, Azure Digital Twins, and Azure IoT to build the "brains" of our smart buildings of the future. Here's how:

- **Anonymous badge-in data (location data)** maps building-level occupancy over the course of a day, week, and month across all our facilities.
- **Microsoft Viva Insights (activity data)**, provides insights into meeting room activity and usage patterns at the aggregate level.
- **Privacy-friendly sensors (usage data)** detect objects and movement to build data sets on space occupancy, and provide real-time insights on how meeting rooms, focus zones, and common spaces are being used on a day-to-day basis and how utilization patterns are changing over time. We correlate activity data with usage data to understand the optimal balance between focus space and collaboration space. **This data directly informs the choices we make:** When usage data showed that we were using small rooms for about 80 percent of meetings—but they made up only 50 percent of our floorplan—we adjusted plans to reconfigure space.

➔ Prepare for the metaverse

- The metaverse is emerging as another avenue for connection and co-creation at work. In fact, Millennials and Gen Z are more likely to envision doing some of their work in the metaverse in the near future. From using avatars in meetings to holding brainstorm sessions in immersive virtual spaces, the enterprise metaverse could have profound impacts on employees' ability to collaborate when physically apart—whether that's creative hands-on work or coming together as a team.
- **Microsoft Mesh** enables presence and shared experiences from anywhere—on any device—through mixed reality applications. **Mesh for Teams** enables employees to connect and collaborate with a feeling of presence through personalized avatars and immersive spaces. The **Mesh App for HoloLens** enables teams to co-create in real time as they share and annotate content that persists between sessions.

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“There will be ebbs and flows in how spaces are used. Our mantra is data and agility.”

Scott Weiskopf

Director, Center of Innovation, Global Workplace Services at Microsoft

Technology

Technology is essential to manage hybrid work at scale. Many analog processes must now be digitized, and manual processes automated so people can focus on what matters. We've developed technological solutions that help organizations with their evolving digital transformation.

➔ Use Teams to transform your business

From developer productivity to shift-scheduling for frontline workers, Teams is the organizing layer for all the ways people work, learn, and collaborate. It's central to both the synchronous and asynchronous collaboration and communication required for flexible work. But Teams is more than a collaboration app—it's changing how companies do business.

We're creating an entirely new category of **modern collaborative applications**, using Power Platform to build custom apps, bots, and workflows directly within Teams so you can easily build solutions to automate repetitive tasks and paperless processes.

"Because everyone is working at different times and in different places, it's important to shift as much work as you can to be asynchronous and get really intentional about the use of the synchronous time you have together."

Jaime Teevan
Microsoft Chief Scientist



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At Microsoft, we're using Teams today to transform how we do business:

- We have taken our global customer events digital with **Teams** and **Teams Live Events**. Going digital has enabled us to reach hundreds of thousands of people across the globe—an increase of 10x up to 30x in participation—while dramatically reducing per- attendee acquisition costs.
- Microsoft Store Associates are using **Teams as a virtual showroom** to demo products and provide personalized shopping experiences—generating a roughly 10 percent increase in customer satisfaction and higher sales conversion.
- Microsoft Store Associates are using Teams and Dynamics 365, Power BI, and Azure to share customer feedback with engineering teams—creating a tighter feedback loop between frontline employees and engineers to better meet customer needs.
- Our technical specialists are using Teams to bring their deep expertise to three times as many customers through **virtual demos**.

Work securely from anywhere with Windows 11 and Windows 365

At Microsoft, **Windows** has played a pivotal role in supporting a hybrid workplace model, improving the employee experience, and boosting overall satisfaction. Windows is the critical foundation in which Microsoft runs on and is at the core of enabling productivity and collaboration experiences for employees. From remote onboarding to virtual meetings, emails, and casual coffee chats, Windows has become the secure platform that's foundational to Microsoft's hybrid workplace strategy.

[Windows 11](#) is built for the future of hybrid work, offering organizations the most secure, manageable, and productive experience on the planet. It is designed specifically to empower flexible workstyles, while helping organizations and employees keep data, content, and apps secure on any device. With [Windows 365](#), employees can stream their entire Windows experience from the Microsoft cloud, enabling them to access their personal settings, apps, and contents securely on any device.

➔ **Move everything to the cloud —
as quickly as you can**

Every organization is on its own journey to the cloud. But the faster you get there, the faster you can adapt to the new hybrid reality. Cloud readiness is the reason that Microsoft is able to embrace a hybrid work model with limited impact on employee productivity. Moving everything to the cloud enables more flexible ways of working. Here's how:

- **Manage identities.** Microsoft's hybrid cloud environment enables every employee to be productive and secure. Every user who accesses the corporate network receives a primary account synced to **Azure Active Directory (Azure A D)**—whether they are an employee, partner, or supplier. Leverage **Windows Hello for Business** and **Azure Authenticator** to provide a password-less experience that strengthens security, streamlines end-user experience, and makes management easier for IT.

“Data is critical today and will be even more so as hybrid work evolves. You want to anticipate issues people might have to automatically resolve them. And you want to leverage data to make those experiences better. Reliance on AI and ML data is critical.”

Nathalie D'Hers
CVP of Employee Experience

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- **Manage devices.** Like many organizations, we manage a wide range of employee devices at Microsoft, including Windows, Mac, Linux, iOS, and Android, and are moving to a fully cloud-based management environment with **Microsoft Endpoint Manager**. And for the ultimate flexibility and security, stream Windows from the cloud with Windows 365. **Windows 365** can empower your employees—both full-time and seasonal—with a personalized Windows 365 Cloud PC accessible anywhere they work, even on personal devices. Migrate corporate printers to Microsoft Universal Print so any employee can easily print when needed from anywhere to any printer.
- **Empower developers to build productivity apps in the cloud** using a co-management approach with Microsoft Endpoint Manager, integrating Microsoft Intune and Configuration Manager into a single console to manage all your endpoints and apps and take action to ensure they are secure and reliable.
- Power secure, IT helpdesk to user connections with **remote help**, a trusted, cloud based remote assistance app experience. Reduce time to repair safely for your employees while fortifying your commitment to Zero Trust with role-based access controls and device compliance warnings.

Digitize every business process — from operations to sales

Every business process – from operations to sales to supply chain to finance – needs to be digitized. Here are just a few examples of how we’re transforming business processes at Microsoft in the shift to hybrid work:

- We’re using **Power Platform—Power Automate, Power BI, and Power Apps**—to automate order-to-cash, from contracts to billing.
- Our inside sales team is now 100 percent digital with [Microsoft Dynamics 365 Sales](#), [LinkedIn Sales Navigator](#), and **Microsoft Viva Insights**, enabling sellers to reach more customers, and get rich data and insights to bring the right expertise to customers at the right time.
- We’re using [Microsoft Cloud for Retail](#) to transform our Microsoft Stores ecommerce engine.
- We’re investing in our Global Demand Center to drive increased lead generation and expand customer engagement – digitally.

 **Mandate Zero-Trust security from cloud to edge**

As the corporate network is suddenly without firm borders, Zero Trust architecture is more important than ever. At Microsoft, we've moved away from a perimeter-based, VPN-dependent approach to security and embraced a Zero Trust model. This means we do not presume any identity or device is secure on any network – we verify it, and we do so while continuously monitoring network, data, and application security in the office, at home, and across devices. Here's how:

- **In the office.** Move all employees in the office **off the corporate network** to be fully cloud/internet first. This strengthens the “assume breach” approach and makes everyone more secure while providing a seamless and consistent experience from anywhere. Migrate to a cloud-based print solution like Microsoft [Universal Print](#) to enable the isolation of printers from the rest of the network, enforce conditional access policies, and get actionable threat alerts.
- **At home.** Ask all employees who continue to work remotely either full time or part time to **run a test of their home network** to ensure it is secure.

- **Across devices.** Require—whether employees are in the office or remote—that every device with access to corporate resources be managed using **Microsoft Intune**. In addition: require multi-factor authentication (MFA) for all users and leverage Windows **Hello for Business** and **Azure Authenticator** to provide a passwordless experience that end users love and IT trusts. Deploy a company-wide rollout of **Microsoft Defender for Endpoint** and **Azure AD Conditional Access** to enforce more granular security protocols based on user actions within the app they're using or sensitivity level of data they're trying to access.

For most organizations, Zero Trust is a significant undertaking and we've learned firsthand that designing solutions with Zero Trust in mind can dramatically reduce the effort required. Solutions like Microsoft 365, Dynamics 365, and Azure are secure by design and lower the barrier to embracing Zero Trust.

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3. Actionable Steps to Get Started Today

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Embracing hybrid work enables your organization to meet new employee and customer expectations, attract and retain talent, and gain competitive advantage. Building on our learnings, we've created quick start guides for business leaders to get started. Begin to make the shift to hybrid work today.

Functional guides for business leaders:

- [Human Resources](#)
- [Information Technology & Security](#)
- [Marketing & Sales](#)
- [Real Estate & Facilities](#)
- [Operations](#)
- [Prepare for the Worksite Toolkit](#)



Microsoft solutions

Our portfolio of integrated customer solutions is built for the era of hybrid work—enabling organizations of all sizes in [every industry](#) to emerge from the crisis stronger and poised for growth.

Flexible work

- Microsoft 365
- Microsoft Teams
- Microsoft Viva
- Windows 11 Enterprise
- Windows 365
- Azure Virtual Desktop
- Microsoft Endpoint Manager
- Surface devices

Agile supply chain

- Dynamic 365**
- Supply Chain Management
 - Commerce
 - Finance

Product development

- Visual Studio Family
- Azure DevTest Labs
- GitHub
- Microsoft Teams

Rapidly adapt and automate

- Microsoft Power Apps
- Microsoft Power Automate
- Microsoft Power Virtual Agents

Cloud migration

- Azure IaaS
- Azure SQL
- Azure App Service

Business processes & workflows

- Microsoft Power Platform
- Azure IoT
- Microsoft 365
- Microsoft Teams
- Microsoft Viva

Sales and service

- Dynamics 365**
- Marketing
 - Sales and Customer Service
 - Commerce
 - Field Service
 - Customer Insights
- LinkedIn Sales Navigator**
Microsoft Teams

Business insights and analytics

- Dynamics 365 Customer Insights
- Microsoft Power BI
- Azure Machine Learning
- Azure Synapse Analytics

Security

- Azure Active Directory
- Microsoft Threat Protection
- Azure Security Center
- Azure Sentinel
- Microsoft Information Protection
- Microsoft Insider Risk Management

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