



Introduction

New technology and better access to data, paired with changing customer demands and more complex business processes mean the way we do work is changing. Over the next few years, emerging technologies - such as IoT, AI and analytics, voice technologies and big data - are set to revolutionise the way we work and generate competitive advantage for adopters.

This accelerated digital transformation is driving businesses to look at their systems, processes and underlying data to gain better insights and support better decision making. In line with this, the responsibility for data analytics and processing shift from the realms of IT to process owners throughout the business. This has resulted in a growing need for user friendly, intuitive business analysis tools that can be picked up and used as required.

Microsoft have filled this gap with Power BI; a powerful business analytics service offering built in visualisation, statistical and calculation tools. Power BI, as part of the O365 suite of applications, has a familiar interface.

Despite the ease of use, to fully embed Power BI in the way of working there needs to be a consistent change management effort to support users to become aware of the tools available, build up a desire in the end-user community, develop the knowledge and ability of users and the wider audiences and to reinforce good practices going forward.

This document uses a range of industry case studies to illustrate how the Electra approach works for our clients and their business. We highlight the best practice approaches as well as common pitfalls that we regularly see as change management specialists.

A Clear and Compelling Case for Change

Any successful change begins by building an awareness of what the change is, why it's happening and how it's being driven. At this stage, organisations that can generate a case for how Power BI fits with the overall business strategy, aims and goals and vocalise this in a meaningful way to their people will be successful.

- The bottom line is reliant on efficiency and effectiveness, Power BI is one of many tools that when implemented successfully, will help people tackle these barriers within their specific roles.
- Power BI can also support business identify opportunities for growth and product development by gaining a better understanding of their customer requirements and behaviours.
- Power BI can generate a competitive advantage for organisations by connecting relationships between market research data.

Consider the business expectations around how access to better quality data at the touch of a button will support business operations for your organisation. Today's employees are working on, and across, more teams than ever. This often means more stakeholders, tasks, meetings and data – by recognising and addressing the expectations for this change, organisations can generate buy-in and spark and interest with champions across the business.



Heathrow, A Case Study

Heathrow's ambition is to successfully deliver on "Happy customers, travelling with their bags, on time." In order to meet the needs of their customers and capitalise on their goals, resources across the business needed to access real-time operational data to effectively monitor flights and prioritise to support customers and mitigate against the effects of disruptions.

Heathrow
Making every journey better

Power BI powers Heathrow to connect to multiple data sources, extract, clean, and prepare real-time data about flight movement, passenger transfers, security queues, and immigration queues. This information can be accessed wherever, whenever.

"With Power BI, we can very quickly connect to a wide range of data sources with very little effort and use this data to run Heathrow more smoothly than ever before,"

Chief Information Officer at Heathrow Airport, 2020

What can we learn from this?

Heathrow's implementation of Power BI was closely tied to businesses strategic aims. Before beginning the transformation journey, it's vital to consider and frame the following answers for the user in an engaging and meaningful manner:

- What is the desired end state for each stakeholder group?

- How does the current state compare to the desired end state?

- What effort is required by each party?



- How long do we expect this to take?

- What external factors could impact the success of programme delivery?

- How will people be supported?

- What does this implementation mean for governance? (What is the implication on Information Management, Legal and Compliance teams?)