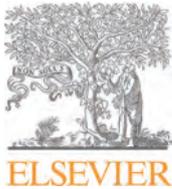


2nd Case study Klopotek software implementation – Product Planning and Management system (PPM)



The PEAK team created the logo for the 'Production, Editorial, And Klopotek' project.

The rollout of Klopotek's Product Planning and Management system at Elsevier was completed in 2009. Now a total of 1,000 users around the globe work with PPM that integrates XML technology with Klopotek's extensive experience as the preferred software provider to the publishing industry.

"We know so much better what's going on, and that's the real gain" (Hans Laeven)

Linda Duncan, Vice President and Publisher, Health Professions, Health Sciences (HS), and Hans Laeven, Vice President Publishing Operations, Science & Technology (S&T), representing the two biggest divisions of Elsevier's operations, discuss the key benefits that the implementation of Klopotek's PPM software has brought so far and is expected to bring in the future. Some key aspects are flexible integration of all crucial tasks, including editorial and financial planning processes, effective and transparent process management, and the availability of key information at any time to support decision-making processes and reduce costs.

Linda and Hans, PPM went live on S&T titles in February and on HS titles in April 2009, so the two biggest divisions of Elsevier's operations have now started utilizing PPM. Science & Technology's mission is to contribute to the progress and application of science, by delivering superior information products and tools that build insights and enable advancement in research. Health Science's goal is to advance medicine by delivering superior education, reference information, and decision support tools to doctors, nurses, health practitioners, and students. As VPs of product publishing groups for HS and of publishing operations for S&T, in what ways can PPM contribute to your mission?

Hans: We already see some improvements in S&T. One is that PPM enables us to manage our titles and proposals from scratch – from the 'idea phase', if you will – while our legacy system only 'kicked in' after a proposal had been approved. So we now have an end-to-end workflow in place, and this workflow is more transparent and helps to reduce the total amount of time for the publication of a title.

Second – you've mentioned our mission – well, part of S&T's mission is not only to move to electronic production but also to electronic tools and products, for example electronic versions of our books, their individual chapters or even integrated workflow

About Elsevier

As the world's leading publisher of science and health information, Elsevier serves more than 30 million scientists, students, and health and information professionals worldwide. Elsevier is proud to play an essential role in the global science and health communities and to contribute to the advancement of these critical fields.

Elsevier's operations are organized in two divisions: Science & Technology and Health Sciences.

Headquartered in Amsterdam, the Netherlands, Elsevier employs more than 7,000 people in 24 countries.

Please also read our 1st Case study on Elsevier:

PPM replaced the existing software systems at Elsevier with a centralized database solution that integrates the classical publishing business with innovative business models in the areas of electronic products and content delivery. "Klopotek's PPM module serves as an integral part of our current and future end-to-end book workflow," explains Jan Visser in our first Case Study on the Elsevier implementation project.

Please email info@klopotek.com or check out www.klopotek.com to obtain this brochure which contains interviews with Jan Visser, Senior VP Electronic Production, Meeuwis van Arkel, VP Book Production, and Dr. Rob Schrauwen, Director of Central Application Management.



"As we now have everything in one database, we have a much better overview of all our reports." (Jan Visser, left) "We needed a system that could fully integrate with our existing landscape." (Meeuwis van Arkel, right)

solutions for our customers 'based' on our content. The previous system we had in place had very limited capabilities for electronic products. PPM has far more abilities to facilitate the related processes.

Now does this all mean that we need less time for our editorial processes? Probably not. But many ad-hoc processes that we previously did outside of the system have now been integrated into the system. So it's hard to compare the pre- and post-PPM status. But I'm quite sure that with the scheduling information that we have in the new system

Linda: I agree completely with Hans; PPM is performing well. What the system has forced us to do in a good way is to actually go back – the way Hans has described – to really take a look at some of the processes that we had. Frankly, that was just the way we'd been doing things for many years, and introducing PPM prompted us to think about some more streamlined procedures and how to perform them with PPM.

Returning to the point Hans made about proposals, what we've learned is that if we spend a lot of time upfront – really paying



Linda Duncan, Vice President and Publisher, Health Professions, Health Sciences (HS), St. Louis, USA.

“PPM will not only speed up editorial processes but also enable us to start selling individual book chapters even prior to selling the entire book as a product – some chapters may already be available while others are still being worked on ... There is a growing customer demand for buying only a part of a book, and the integration possibilities that PPM offers will certainly help us meet this demand.”

Hans Laeven

and with the integration possibilities that the system offers, we'll be better off than before.

I also want to add that the performance of the new system is much better compared to the legacy system.



Hans Laeven, Vice President Publishing Operations, Science & Technology (S&T), San Diego, USA.

attention to populating data and creating proposals and financial models within PPM – we believe it will save significant time down the road. And this applies not only to Editorial but also to Production, Sales and Marketing, and other groups within Elsevier.

Could you tell us about your experiences with the Klopotek system in more detail? First, we'd like to speak about PPM Production. Was the Klopotek system for production a close fit to your requirements?

Hans: Yes, and this is to a great extent because of the fact that PPM allows for the integration of many tasks. That really has a lot of potential for us going forward. For example, we have started integrating our financial models into the system, which were completely separate before implementing Klopotek. Another important factor for us is that PPM will also allow us to integrate our online submission system. Integrating this system, which enables authors and contributors to submit their manuscripts online, with PPM will not only speed up editorial processes but also enable us to start selling individual book chapters even prior to selling the entire book as a product – some chapters

may already be available while others are still being worked on. In these days, with the Kindle® and other e-book readers and all sorts of iPod® and iPhone® applications, this is something that is really important and part of the future for S&T books. There is a growing customer demand for buying only a part of a book, and the integration possibilities that PPM offers will certainly help us meet this demand.

PPM provides extensive functionality to increase the ability to track complex products and to relate separate schedules. What are the most important benefits of the scheduling options you now have?

Hans: During the migration process, much of the scheduling information was excluded, because there were so many records we had to work on. But this is certainly a function that will help us tremendously in monitoring our workflow, and we already see some benefits to managing the products for which the scheduling information has been completed. The most important benefit is that we can act much earlier in the process when something is wrong. It allows better planning of our publications and thus helps to reduce costs. So I'm very enthusiastic about this function, but of course it has to be used by everybody within the organization to be completely functional.

Linda: At the moment, our editorial group is using the scheduling function on a very limited basis. We still have some key dates that we do need to 'pull in'. However, we are planning to use it more, as HS has a lot of very complex schedules and dependencies. Many of these are related to multimedia, so we are looking forward to enhancements on

the multimedia side, and I believe that this will be a very good and valuable development that will tie a lot of different projects together. I know that some discussions with Klopotek have started now, and I think that the result will be better than anything than we've had before.

Touching on calculations for a moment, PPM provides functionality to process price lists in foreign currencies as well as various price factors and calculation options. All price lists are now stored in the system, for every supplier. How does this help with regard to speeding up production processes?

Hans: Well, a first remark to make is that the price lists have been in the system for only six weeks or so, which is why our experiences with that are pretty new. But that function will certainly help to get a better idea of the costs and the prices beforehand, and of course it also makes our financial planning processes easier. The difference in comparison to the previous processes we had in place is that those calculations were done in the Production department, outside of the system. Now they are done in PPM, in a more automated way, in the Editorial department. So it's an extra task for Editorial, which is why you won't see efficiency gains in that department, but for the entire process it's of course better to enter the costs and make

what Hans says also applies to us, we've not had our price lists in the system for very long either, but what I can say is that there's now so much more detail at our fingertips because of all of the different calculation op-

is that the editors can create their proposals directly in the system. As a result of this information now being in PPM and visible to Marketing, we've actually streamlined quite a few processes. For instance, we no

“As PPM allows us and also fosters to make all information ‘flow through’ the system, we also have much more management information available that we can retrieve from the system, which we didn’t have before. The whole way we manage our ‘pipeline’ is much better now because of PPM.”

Hans Laeven

tions and the price lists sitting behind them. We can really see a lot more and go into a lot more detail.

Hans: I would think in general that everything that has to do with planning is better organized in PPM than what we were used to. But, of course, this also means that we now spend more time on planning, which will in the end help us to make less mistakes; the slippage of projects will be reduced. And the way we optimize our products financially is also something we can do by using this specific calculation model provided by PPM. I think the way PPM handles processes is the right way to do it. In the ‘process world’, it is a well-known principle that you should plan everything as early as possible, right at the

longer have to supply separate documents to Marketing – we only update some of the information that is in PPM, and Marketing can pull that information from the system and utilize it, so there's less paper and thus less extra work. That's probably one of the most obvious things when thinking about the benefits that PPM has brought us.

Hans: I completely agree with Linda. And I'd like to add one point. As PPM allows us and also fosters to make all information ‘flow through’ the system, we also have much more management information available that we can retrieve from the system, which we didn't have before. The whole way we manage our ‘pipeline’ is much better now because of PPM. I will just give one example. Our processes for sending electronic products to third-party suppliers for distribution were completely manual – and laborious. The flexibility of PPM has enabled us to integrate the entire process for these tasks into the system, which is basically one huge spreadsheet that contains 50,000 records. That is definitely an enormous gain on the ‘e-side’. Speaking about management information made available by using PPM in more general, this is certainly something that helps our Management to look at our portfolio and see what our acquisition editors have in the pipeline at a much earlier stage than in the past, so we can make our 5-year plan in a more efficient way. In a nutshell, we know so much better what's going on, and that's the real gain.

“What we've learned is that if we spend a lot of time upfront – really paying attention to populating data and creating proposals and financial models within PPM – we believe it will save significant time down the road. And this applies not only to Editorial but also to Production, Sales and Marketing, and other groups within Elsevier.”

Linda Duncan

the calculations when determining the expected financial performance of a title. That makes it easy for editors to play around with figures and numbers at the earliest stages of a project.

Linda: As said earlier, implementing PPM has forced our editors to work in a different way. They are now spending a lot of time upfront, really working through all aspects of project planning within the system. I do think over time this should help projects to ‘fly through’ the production process a lot quicker. And

very beginning of a project. Looking back at our old processes, we also did estimates of costs, of course, but we were not able to look at the overall picture. PPM really forces us to keep the ‘big picture’ in mind, which will really help our financial planning.

If you could sum up the most important aspects and benefits, how do your Editorial and Marketing departments perform with PPM?

Linda: Something we've really been trying to do for years that we've now been able to do

Linda and Hans, thanks very much for talking to us – we're looking forward to continuing working with you to optimize publishing processes using PPM and create new concepts for publishing in the digital age.

“Because of this continued daily passion, dedication, and professionalism exhibited by both sides, the team eventually became one”: interview with Katherine Kalavritinos, Project Manager PEAK Project, and Ed Jentz, Project Director Application

Katherine and Ed’s responsibility included key aspects of the ‘Production, Editorial, And Klopotek’ (PEAK) project. They explain what lies behind the success of the project, why the ONIX support is one of the “gems” of Klopotek’s system, why Elsevier’s marketing managers are satisfied with the on-demand process for creating author flyers, and why the relationship created in the PEAK project is a win-win situation for both companies.

Katherine, as Project Manager of the PEAK Project, how well organized was the project implementation? What were major organizational challenges?

Katherine: The organizational and governance structure we had in place with the PEAK project was excellent. You had a lead on the Elsevier side working with a lead on the Klopotek side in each of the work streams. That was just one of the success factors. Having said that, Elsevier is a very global company; many subject matter experts coupled with many leads in many areas. Obviously, when we were in full ‘project mode’ the business still had to run, therefore coordinating leads to be in engaged full-time, as we needed them throughout the project, was a continuous challenge, which we met. Sometimes it was easy, and sometimes it was not so easy.

Ed, as Project Director Application, your responsibilities also included PEAK. What’s your opinion about the management of the project?

Ed: I think in terms of organization, in terms of the structure that was put in place – hierarchies and responsibilities –, PEAK was



Ed Jentz, Project Director Application, San Diego, USA: “I believe that the ONIX support is one of the gems of Klopotek’s system.”

of groups that had to get involved. That made the project a bit difficult. You had four

thing done. Given how many groups had to be involved, the structure that was put in place and the command and control of that was excellent. PEAK had to work across a multitude of different organizations, all of which had different agendas. The communication that happened between us was really very powerful.

How do you rate the cooperation between the Elsevier and Klopotek teams? What is your opinion about the Klopotek part of the PEAK team?

Katherine: My personal view based on our project experience is that in the beginning, it was a challenge for both teams to find a good balance and coordinate the different management styles – you know the mix of personalities, their technical capabilities and the communication. We had two very different teams with one distinct and passionate ethos about delivering and making the project a success. And it is because of this continued daily passion, dedication and professionalism exhibited by both sides that the team eventually became one, even though in theory there were two. Ed, I don’t know if you can add anything else to that?

Ed: I think in the beginning there was a learning process between the two organizations – that we really had to learn each other’s business culture and understand it. There were issues that sprung up, but the organizational structure we had in place and the controls around that organizational structure allowed us to quickly stamp those out, communicate with each other and move forward. And I think that’s exactly how a project should work. As we all know, a project is never going to be 100% perfect and smooth, there’s always going to be bumps in

“This project is a really good example of making ourselves better by looking at a very difficult set of deliverables in a very tough timeline – and succeeding. We wouldn’t have succeeded if the cooperation wasn’t there.”

Ed Jentz

definitely well put together. Especially, as Katherine says, in the light of the multitude

or five different dimensions to it instead of just huddling in a room and getting some-

the road – those sorts of things a project can fail on, or it can be used as something that makes the two organizations better, because they learn from them. This project is a really good example of making ourselves better by looking at a very difficult set of deliverables in a very tough timeline – and succeeding. We wouldn't have succeeded if the cooperation wasn't there.

Ed, implementing ONIX was a key area of the PEAK project. Why is ONIX so relevant for Elsevier?

Ed: Within the book trade ONIX is emerging as the metadata standard for data exchange, and that business has been growing over the past six or seven years that we've been sending feeds out. The business that these feeds control is approaching upwards of 100 million US Dollars – this is to all of our online booksellers. Now we're also switching to sending ONIX feeds to other accounts, like internal accounts and one-off accounts. So ONIX is the main avenue for sending product data to both retailers and end-users. It is really the number one way of not only informing them about our data but also of informing them about changes to our data – whether that's prices or new products. So it's the central piece of all that, and I believe that the ONIX support is one of the gems of Klopotek's system.

Is the streamlined ONIX process with Klopotek a success?

Ed: In the past, the way that our ONIX system was set up wasn't as streamlined as it is now. We couldn't have daily feeds; now we can have daily price and availability feeds. That was something that was critical for Elsevier. The way that the feeds are generated is also much smoother now. We cut down on the number of templates that we're using; instead of having dozens and dozens of templates what we did is we worked with our providers for them to accept that there is only one streamlined feed. This makes things easier for us but also for them. It's most definitely a success. And another success factor is that the transition from our old system to our new system was seamless. During that entire transition period there were no issues with missing files or missing feeds. We switched off on one system and we switched on the next during go-live.



Katherine Kalavritinos, Project Manager PEAK Project, Philadelphia, USA: "I think the relationship we created in the PEAK project created a long-term relationship of moving forward. This is a win-win situation from beginning to end – and continuing, everybody wins all around."

I think it was good that the Klopotek system for ONIX was out of the box. We realized it's our system that needs to be streamlined, not their system. So it really forced us to make the efficiencies on the ONIX-side in terms of how we work with our customers; we made it a lot more efficient. We couldn't continue down the road of individual and highly specialized feeds. It became unattainable as a business process. You can do that when you only have maybe five or six, but we're upwards of 100 different feeds right now. So it definitely needed the Klopotek system.

Speaking about author flyers and advance title information for a moment, having implemented Klopotek, it is possible to create one-time exports in Marketing. Do your marketing managers profit from that? Are they satisfied with the on-demand process for creating this sort of marketing material quickly and easily?

Ed: We needed to have one-time exports for flyers. But the question was whether we

"PPM allows for the integration of many tasks. That really has a lot of potential for us going forward." (Hans Laeven) One system for all product marketing requirements: PPM provides all relevant product information and metadata to websites/webshops and facilitates creating product flyers and catalogs as well as ONIX feeds.

PPM meets all product marketing requirements

Websites



ONIX



Flyers



Catalogs



PPM

needed a user-centered tool, which we used to have in our old system. You know, one of the issues with that is if you give people the possibility to create something on their own, the number of templates that you get is more than you want to have, and there was no standardization across that. So there was this big issue whether we wanted to keep this really highly customized one-off capability for the users. We decided not to keep that but to streamline it.

Now that we've been live for seven months, I think that it was the right decision. I have received no requests for multiple new versions of the templates that we have now. If you look at it in that sense, we moved from something that was not controlled very well to something that was, and we really didn't lose any efficiency in that. After we went live with PPM and moved to a simple set of templates, the business realigned around a more streamlined process.

The marketing managers benefit from the one-off capability, but they also profit from being able to pull groups of titles out of the system – and very easily, too. I'd definitely say that they are satisfied with the on-demand process. Plus, if we need to change something it's so simple for us to do it now. Under our old system, it was nowhere near as easy as just creating a new style sheet and simply plugging in the fields.

How do you see the future with Klopotek?

Ed: Going forward I think we really have a nice process in place for improving the system, that is how we use the system and also how we work together. We can count on being able to sit down together and talk and go over issues that we may have and discuss them. And you also bring things to the table for us and give us expert advice. The door is open for that sort of dialog between our groups.

Katherine: I agree. I think the relationship we created in the PEAK project created a long-term relationship of moving forward. This is a win-win situation from beginning to end – and continuing, everybody wins all around.

“Klopotek has become our book production information master for core editorial and production information” (Ben Cox)

PPM runs at Elsevier's central data center, which is located in Oxford (UK). IT specialists Jim Ramage, Business Technology Manager, Chris Goll, Analyst Designer, and Ben Cox, Data Architect, offered us the chance to have a look behind the scenes. They explained how global access to PPM is managed centrally, how data conversion was handled in preparation for and after go-live weekends in close cooperation with Klopotek, and how they even managed to use different time zones to their advantage during testing periods.

Jim, as Business Technology Manager for Elsevier, Chris, as Analyst Designer, and Ben, as Data Architect, could you tell us how you manage the administration and set-up for the 1,000 users who work with the Klopotek system worldwide?

Chris: For most of the users, we're using our internal Active Directory®, which is accessed by LDAP – the Lightweight Directory Access Protocol. One of the reasons why we wanted to use it is for SOX compliance – the requirements of the Sarbanes Oxley Act – which in this case means that the users on the system have their availability to log on to the system controlled by somebody other than the day-to-day users and/or administrators of PPM. This is done via a simple help desk request: A user asks for access to PPM; they fill in a form, that's authorized by their line manager, and the help desk then basically allots the person to these specific Active Directory® groups that they need to be put in to give access to the relevant areas of PPM. So for reasons of security and separation, the technical team is not involved with day-to-day adding users to the system.

Ben: And just another point on the LDAP: We use a single sign-on solution, so you have one user account and one sign on to your desktop and then to your applications by using LDAP. So that meets that requirement as well for secure application access.

Jim: In terms of access – all the users are internal, and they all access PPM via Citrix® over our internal Elsevier wide area network. This works really well, although we've got users in Australia, Brazil, the USA, the Netherlands, India, Japan – you name it.

Klopotek is the Central Product Information Layer – PIL – for the books area within Elsevier. What's the concept behind it?

Ben: As you say, Klopotek has become our book production information master for core editorial and production information. From a general point of view, the PIL is a concept for real-time database replication using Oracle Streams® as a technology, so we can work with a real-time copy of the database. This enables us to take the workload away from the main user database, so that we can run our reporting using that replication, and that also applies to our outgoing interfaces, that's 10+ outgoing integrations, mainly interacting with all the fulfillment systems and websites. We run three extracts a day using

Jim Ramage, Business Technology Manager: “If someone has an idea for a new book, it starts in PPM. And when people need book information, they use PPM.”



the standard Klopotek extract technology to feed data to the external interfaces and websites; those extracts take less than 20 minutes time, so they're quite efficient and quite quick.

Various legacy systems were replaced by the Klopotek system, so a major data conversion had to take place. How did you handle that?

Chris: We did take data from several systems, although 90 percent of the data came from the legacy system we had in place for books, which was replaced and extended by PPM. But there were lots of other small systems and things as well, such as an Access® database of reprints and some large spreadsheets that were used to maintain reprints. And there was an Access® database for major reference works. So implementing Klopotek was also an opportunity for us to get all the data into a combined format.

Migration was quite a challenge. We decided not to migrate the production project data, however all editorial and product data was migrated. In terms of how we divided up the migration project, this had to do with



Ben Cox, Data Architect (left), and Chris Goll, Analyst Designer (right)

with the first few 'firecrackers', PPM and the migrations were reasonably stable, so we decided to accelerate the plan to get the data over quicker and in bigger chunks. So there was less migration work because there was confidence in the system.

Chris: The 'migration weekends' were quite extensive and intense, though. We usually started with a closedown around midnight on Friday and working right through continually 24 hours of the day, maybe through

site at various times, for instance there were a couple of Klopotek visits to Oxford that covered the PPM operations / administration side of things. Then from the business side, we had testing periods for which Elsevier people from the USA came to Oxford. We really needed the people on-site at critical points to really move the project on. You can do so much over the phone, but there are limitations. To make the project finally 'fly' we needed to get people here together for certain periods.

Ben: Sometimes you need people on-site to get the information you need. And if people are not in Oxford for an agreed period, then they will have other priorities. The Core Project Team – no problem, because they're allocated for the project. It was for the key business users where being on-site was useful. From a general point of view though, I found that using Live Meeting® and having telephone conferences with the relevant people worked really well.

“After we went live with the first few ‘firecrackers’, PPM and the migrations were reasonably stable, so we decided to accelerate the plan to get the data over quicker and in bigger chunks. So there was less migration work because there was confidence in the system.”

Ben Cox

the structure of our organization. There are two big divisions, Science & Technology, S&T, and Health Sciences, HS. Although they're all dealing with the same things, books and sets etc., they have slightly different business working practices, which have to be built into the way we deal with everything down to interfaces. The configuration of PPM was flexible enough to give them slightly different views on the data etc.; that was very useful.

Ben: We had the small 'firecrackers' plan in place to minimize risks to our business, that is a number of small go live dates instead of one 'big bang'. But after we went live

to Sunday afternoon or even Sunday evening to complete these 'firecrackers'. But after we'd done the first one, I wouldn't say that they were routine, but we got a level of confidence about the migration process that enabled us to go through for HS with a 'big bang'.

Can you tell us a little bit about successfully managing the technical projects?

Chris: We did have to get people onsite working together at certain points in time, particularly to move things on in terms of critical testing and critical assessment of configuration. We had Klopotek people here on-

We used the different time zones to our advantage. On 'firecracker weekends', the time zones worked massively in our favor, because we were able to plan our work so that we could hand it over to different areas of the world. For example, people worked in the UK from midnight until the early morning just to get the system shut down and they handed over to people in San Diego in the USA, where it was still early in the day and India where it was normal office hours. Then they were able to do the migration. So that's basically how we crammed four or five days of effort into a 48-hour period during the 'firecracker weekend' – because of the sun and the time zones we have.

Chris: Klopotek gave us support over the ‘firecracker weekends’ at any time. We had some issues with migration and running scripts and batches etc., so that was much appreciated, especially as not everything could be done during reasonable working hours.

Jim: At certain key stages it really was beneficial to have the Klopotek engineers working on-site with us, because they could then get the full view of our systems, which are quite difficult to work with externally. And it also makes exchange of technical information a lot easier. Overall, the project worked well from a technical perspective because we worked on it in a fully collaborative way where technicians from both companies could learn from each other.

Chris: Over a period of time the Elsevier and Klopotek technical guys built up considerable knowledge of where the other’s areas of expertise were going to be the most helpful in getting the project installed. That was key – that we were able to work closely together as equals on the project.

Ben: It’s the combination that works. You can use distance to your advantage, but it’s also

important to get together sometimes – not just on the phone but in the same location. You can’t beat face-to-face communication at certain times.

What would you do in the unlikely event of any major problems at the Oxford data center?

Chris: We’ve got a real-time replication to our Disaster Recovery (DR) data center as well, which was fully tested as part of our project. It’s a ‘warm’ standby database server, which enables us to always have the current data at the DR site. With the other configuration changes that we would have to do, it means that it would take us approximately 24 to 48 hours to it get up and running.

Jim: So if Oxford as the hosting data center were out of action completely, then we could switch over and recover from our disaster recovery center in one or two days – that is for our main production applications, including PPM.

Chris: One of the backbones of that DR center is the same replication technology that we’ve already mentioned, which Klopotek uses to build the PIL utilizing Oracle

Streams®. The DR center, which is located in Reading, is continually being topped up with data via the Streams® process. So getting PPM up and running if Oxford went down would be no major problem, although – to be fair – it would be a slightly limited service in terms of integration with all the other systems in the world. But the main interfaces would certainly work.

Jim, being responsible for operating all the applications that are run in Oxford, could you tell us a little bit about bringing the PPM system into the overall Elsevier infrastructure?

Jim: Now that the project has been fully completed and that we’ve gone live I can say that PPM is now an integrated application with the rest of our production suite – that is obviously very much on the book production workflow systems side. It’s integrated with our Electronic Warehouse, which is our main content repository for both books and journals. Going forward we’ll do further integrations with PPM for the book submission system side. All in all, PPM is certainly fully bedded in and integrated into Elsevier’s production systems. It’s our book repository, that is our product information master, for editorial and production. If someone has an idea for a new book, it starts in PPM. And when people need book information, they use PPM. It’s where our books’ core details are mastered.

PEAK Team – Thank you!



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