

# Elsevier Pure: Implementation plan

**Kristianstad University (HKR)**

August 2020



# Table of Contents

1. Introduction.....	1
2. Project methodology and approach.....	1
3. Project phasing.....	1
Phase I: Initiation.....	2
Phase II: Implementation .....	3
Data conversion and migration.....	3
Links with other systems to bring data into Pure .....	3
Phase III: Launch .....	4
Phase IV: Post-launch .....	5
4. Roles and resources .....	5
Required resources from HKR .....	5
Required resources from Elsevier.....	6
5. Communication during the project.....	7
6. Risk management .....	8
Technical Risks (Functionality).....	8
Project Risks (Timing).....	9
Adoption Risks (Sustainability) .....	10
7. Education and training.....	10
During implementation.....	10
Pure Academy.....	11
Pure User Groups and Conference .....	11

# 1. Introduction

This document describes the approach we will take when implementing Pure at Kristianstad University (HKR). It outlines our project methodology; the phases in a Pure implementation – including when and how data conversion and migration takes place, and how Pure links to other systems; required project roles and responsibilities; communication during the project; our approach to risk management; and the sources of training that will be available to HKR.

## 2. Project methodology and approach

We use Agile practices during implementation – we iteratively implement Pure, with a focus on client collaboration, responsiveness to change, and transparency throughout the process. Our specialist resources and experience allow us to move quickly and with confidence. We have two clear objectives for each implementation project:

- To ensure the highest quality system is operational as quickly as possible, within the timeline and budget agreed.
- To ensure the post-launch phase is successful.

Our Agile delivery approach helps us achieve these objectives. It allows us to minimize and manage risks through appropriate control points and clear escalation paths.

## 3. Project phasing

A Pure implementation project has four phases:

- **Phases one to three** are focused on configuring Pure. Our implementation team will provide guidance to help HKR get up and running with Pure.
- **Phase four** is a post-launch phase that takes place once implementation ends and Pure runs in production.

## Implementation overview for a single instance of Pure

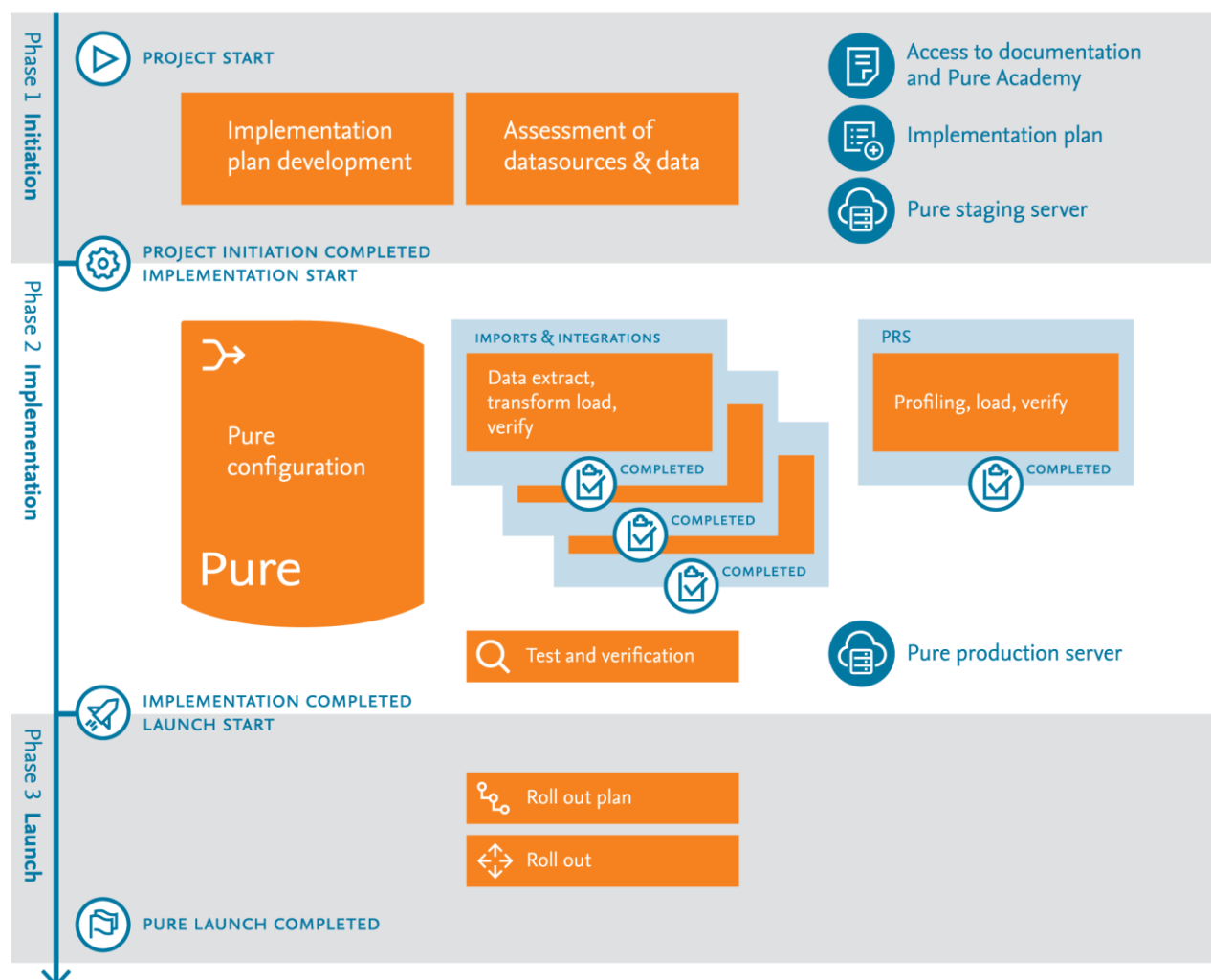


Figure 1: Overview of phases one to three in a Pure implementation.

### Phase I: Initiation

This phase involves all project stakeholders from both HKR and Elsevier. The main objective of the initiation phase is to assess the quality of HKR's data sources and ensure all parties involved in the implementation are aligned on ownership of tasks. The implementation manager will assist HKR's data owners with assessing and verifying the quality, quantity, and structure of their data. This ensures that the data owners can extract data in a well-structured and machine-readable format.

The initiation phase ends with agreement on and delivery of the implementation plan, which will outline:

- The data sources HKR will include
- Who is responsible for which deliverables.
- The agreed timeline.

For a normal single institution type implementation, such as HKR, we expect the **Initiation phase to take 4 to 6 weeks**, depending on the specific data sources to integrate with.

## Phase II: Implementation

During the implementation phase, the Pure Implementation Manager will assist HKR's project team with setting up and configuring their system, and with integrating import data from source systems (HR and DiVA).

Pure comes with out-of-the-box standard (import) integration and import functionality. All integrations follow the same pattern of extract, transform, and load. HKR will need to perform the extract and transform actions. The Pure team will be on hand to offer support. Pure handles the "load" part, which HKR can schedule to run regularly, e.g. every night, to achieve an automated data flow from the source system into Pure. The source system owns the integrated data, which is read-only in Pure and updated when the data source is updated.

The Implementation Manager will provide extensive guidance and consultation to assist HKR's data owner with mapping data to the Pure model. This data mapping will allow HKR's IT system specialist to transform the data into the Pure XML ingestion format, so they can create and maintain integrations with local data source systems. In our experience, this ensures that an institution's local systems experts can handle any future upgrades or changes to local systems that are integrated with Pure, thus ensuring continuous system performance. For more details on data transformation, see the "Data conversion and migration" section below.

Once data integrations are created and data flows into the system, the Pure Implementation Manager will assist HKR's project team with setting up and configuring their Pure Portal. Each data integration will conclude with a user acceptance test by HKR to ensure data is correctly mapped and flows into the system and displays on the Pure Portal as expected. Depending on the chosen scope of data integrations by HKR, we expect the **Implementation phase to take 4 to 8 months**.

## Data conversion and migration

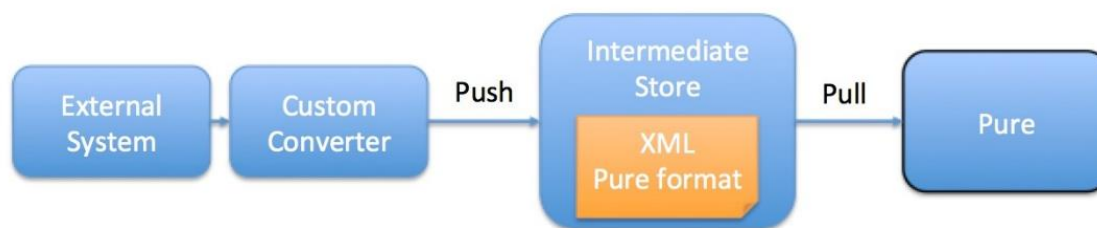
HKR can import records from any data source, provided the data can be extracted from this source and transformed into XML which conforms to the Pure XML schema definitions – XSD files. For example, a data source may be a spreadsheet or CSV file, a database, XML, or a different format. We will provide HKR with XSD schema files that define the Pure XML format. Data transformation be done using a transformational language like Perl or XSLT, or any other bulk transform tool of an institution's choice.

## Links with other systems to bring data into Pure

Integration from external systems is done using **data synchronization**. When integrated with other institutional data sources, data is regularly copied from systems where it is actively maintained, such as HR, finance and grant management, into Pure.

To transfer data from the external system to Pure, HKR will create a custom converter to convert their data into XML files and then push these files to an intermediate store. The intermediate store is often a web server hosted by an institution. Pure must be able to pull the full XML file

from a URL. Once this is possible, Pure regularly pulls the XML files from the intermediate store and converts them to XSD format, before storing the converted files in the Pure database.



*Figure 2: Process for data synchronization.*

By making the existing source data available in a specified XML format, Pure can copy the data from the XML format into its database on a regular schedule. When data changes in the external system, these updates will be reflected in Pure after the next pull of XML files.

Data is synchronized via XML files (transmission format) and the secure HTTP protocol (HTTPS). HKR can schedule how frequently synchronization takes place using Jobs in Pure, which automate workflows and aims to reduce the amount of manual work.

The process of copying data from external systems to Pure via intermediate XML files achieves the following:

- It completes the mapping of an institution's data to the Pure data model. This happens by an institution mapping the data from their external system to the Pure XML format, and Pure mapping the data from the Pure XML format to the internal Pure data model.
- It does not couple Pure to the external system in any hard way, which means that both the data model of HKR's external system and the internal Pure data model can change without the other end needing to adjust.

For one-off imports into Pure from legacy systems that may be decommissioned, HKR can do a bulk import of data using the **Bulk Import Wizard**, which is available from within Pure. The input for the Bulk Import wizard will be an XML file containing the records to be populated. Once HKR goes into production with Pure, this data will be maintained exclusively in Pure.

### Phase III: Launch

HKR and their Pure Implementation Manager will jointly create a public launch plan to ensure a controlled roll-out of Pure. This helps to ensure buy-in and engagement from end users and other stakeholders.

At this stage, a Pure Customer Consultant and our product specialists will be available to provide HKR with online and on-site training on general and specific topics. The role of the Pure Customer Consultant is described more in Phase IV: Post-Launch below.

To ensure a successful launch of Pure at HKR, we plan at least a **1-month timeline for the Launch phase**.



## Phase IV: Post-launch

During the post-launch phase, HKR will be live with Pure and their transition to operational support takes place. Once implementation ends, the Pure Implementation Manager hands over background information to the Pure Support Team, providing them with details about HKR's history throughout implementation, key contacts, details about our working relationship with HKR, their system details, and other relevant information. This handover signals the project end for our implementation team, but it is not the end of the support we provide – as is described below. Note however that HKR's go-live date following roll out activities may be much later, depending on their internal dependencies, on which the Pure team has no control over and cannot be held accountable for.

The Pure Implementation Manager will also host a phone call between HKR and a member of the Pure Support Team. The aim of this call is to introduce HKR to our support team and to help them understand how the team works and the process for raising a support case.

In addition to the Pure Support Team, HKR will continue to receive support from their Pure Customer Consultant whose role it is to ensure clients obtain maximum value from using Pure. Customer Consultants have an in-depth knowledge about Pure, best practices for rolling out the system, and they provide continuous training to help clients explore the additional functionality in Pure.

## 4. Roles and resources

Resources from both HKR and Elsevier are required during a Pure implementation project. One of our Pure Implementation Managers will lead the project, in collaboration with a project manager from HKR.

In our experience, critical factors that determine the success of an implementation project include well-defined roles and responsibilities, expertise and clear ownership, and engagement from both the client's side and ours.

### Required resources from HKR

Below are the required resources from HKR to support their Pure implementation:

Role	Number required	Key responsibilities	Stage of involvement
Project Owner	1	Owner and highest escalation point.	Throughout all phases of implementation, as required.
Project Manager	1	Coordination of HKR's resources, providing access to the right people and systems, and coordinating execution of your project tasks. Responsible for meeting deadlines in accordance with overall plan.	Throughout all phases of implementation.

Data Owners	1 for each data source	<p>Responsible for a data source that delivers data to Pure.</p> <p>Data Owners typically include:</p> <ul style="list-style-type: none"> <li>• A person with knowledge to map the required data from HKR's HR system to Pure.</li> <li>• A person with knowledge to map the required data from an institution's legacy system to Pure.</li> </ul>	During the initiation and implementation phases.
IT System Specialist	1-3 depending on scope/number of data sources/complexity	<p>Responsible for data extraction and transformation, in collaboration with HKR's Data Owners and assisted by the Elsevier team.</p> <p>The IT System Specialist requires XML knowledge and access to HKR's HR and legacy systems.</p>	During the initiation and implementation phases.

## Required resources from Elsevier

Below are the required resources from Elsevier to support HKR's Pure implementation:

Role	Key responsibilities	Stage of involvement
Implementation Manager	<p>Coordinating Elsevier-related resources, providing access to the right people and systems, and coordinating and executing project tasks on Elsevier's side.</p> <p>Responsible for meeting deadlines in accordance with overall plan.</p>	Involved throughout all phases of the implementation.
Product Specialist	Expert in Pure functionality and data model.	Involved as needed, upon request of the Implementation Manager.
Pure Engineer	Expert in specific low-level Pure functionality and data model.	Involved as needed, upon request of the Implementation Manager.
Customer Consultant	<p>Providing online and onsite training on general and specific topics.</p> <p>Advising institutions on best practices and any other Pure queries you might have.</p>	<p>Involved from the launch phase of implementation.</p> <p>They also provide support once your implementation project ends.</p>



## 5. Communication during the project

Regular stakeholder engagement is essential to a successful delivery of the project. It ensures all relevant stakeholders are aware of their roles and responsibilities and the progress of the project, and it helps ensure their buy-in to the system.

Communication during an implementation project includes:

- **Kick off meeting:** Online session to kick off the project with an introduction to the Pure implementation methodology and data model, and to agree on the activities ahead, timing and agenda of the start-up workshop.
- **Onsite workshop:** HKR's assigned Pure Implementation Manager will hold a 2-day onsite workshop with the relevant stakeholders from your participating institutions (the project manager, IT technical resources, library and research office representatives). This onsite workshop usually takes place two to four weeks after the kickoff meeting. The agenda tends to focus more on your data and system, but we can adjust it according to your requirements. It can include:
  - Pure Demonstration
  - Data (Master data, publication, awards, project, application etc.) model, synchronization discussion and assessment
  - Pure Portal configuration
  - Agreement on the initial plan and schedule.
- **Fortnightly project iteration meeting:** Every two weeks, the Pure Implementation Manager and project manager from HKR will go through the status report tracking the issues, tasks, decisions, risks and progress. Based on the iteration meeting, the Implementation Manager and HKR project manager will create an executive summary report for both sets of internal stakeholders. Below is an example of this executive summary report:

### Project status summary per Aug 15, 2019

The project is overall on-track. Faculty integration to HR system now fully complete. Next step is to trial the XML import for publication.  
[Link to detailed meeting minutes.](#)

Project key parameters		Comments
Schedule	on-track / delayed / off-track	Project is on-track. <ul style="list-style-type: none"><li>- Faculty integration completed timely</li></ul> (Link to updated schedule)
Invoicing	on-track / delayed / off-track	Faculty integration complete, invoice will be issued by Aug 28, 2017.  Next invoice is milestone 2, expected on Oct 15, 2017
Scope	on-track / delayed / off-track	All OK, scope unchanged.  (Link to updated project scope)
Risks	on-track / delayed / off-track	No major risks.  (Link to updated risks list)

---

**Issues**      **on-track** / **delayed** / **off-track**      No major issues.

([Link to updated issues list](#))

---

- **Go/No-Go meeting:** This takes place with the relevant stakeholders after successful User Acceptance Testing.
- **After Action Review meeting:** The Implementation Manager, Sales Manager and Product Specialist will meet with HKR's project team one month after Go-Live to understand their pre-sales, post-sales, implementation and use phase support experiences. We will share the results of this meeting with our Head of Client Services and Regional Solution Sales Director so they can understand the lessons learnt for this implementation.

## 6. Risk management

Our extensive experience allows us to guide and advise clients during their Pure implementation, in order to mitigate risks. During the Initiation phase of the project, the Implementation Manager will work with HKR's project team to identify and assess project risks in more detail.

The Implementation Manager will maintain a risk log which will be reviewed during the fortnightly project iteration meetings with HKR's project manager to identify and mitigate risks that may potentially impact successful delivery of the project. The process includes identifying the risk and understanding its impact, prioritizing it based on the impact and likely occurrence and how it can be mitigated.

Based on lessons learnt, we know that anticipated problems or risks fall into three categories and we have plans to actively mitigate these:

- **Technical risks**, impacting our ability to deliver the proposed functionality.
- **Project risks**, impacting our ability to deliver the solution in time.
- **Adoption risks**, impacting the sustainability and long-term value of the solution.

### Technical Risks (Functionality)

Potential risks/problems	Mitigation
T.1. During Phase I, it is discovered that some intended university data sources cannot deliver data in a suitable format.  (Impact: high; Likelihood: low)	If data cannot be transformed into a suitable structured, machine-readable source, we will, together with the experts from your institution, explore alternative sources or ways to manually capture the required data. Pure allows for manual capturing and editing of all data, as well as various bulk import tools.
T.2. When aggregating data from multiple university systems, we find inaccuracies or duplicate records, impacting the quality of the researcher profiles.	It is relatively common that we encounter data quality issues in source systems. We deal with this in the following ways: <ul style="list-style-type: none"><li>• Rule-based deduplication functionality in Pure.</li></ul>

*(Impact: medium; Likelihood: medium)*

- Active flagging/reporting of duplicates/other data issues to system admins. This will allow the designated university's system administrators to evaluate/remove possible duplicates in the System.
- Data normalization at the source system.

We strongly encourage an active system administrator role to manage data integrity in the solution.

T.3. Incompatible data structure or taxonomy across the different systems impacts the overall system performance

*(Impact: medium; Likelihood: low)*

Incompatible data structures or taxonomies will be discovered and addressed during Phase I. We also recommend setting up a University Data System governing body, consisting of representatives of all systems. The purpose of this governing body is to deal with issues that might arise from one system making a change that could impact the performance of the overall system (e.g. a revised organizational hierarchy by a single system may be in conflict with the operation of the whole solution).

## Project Risks (Timing)

Potential risks/problems	Mitigation
<p>P.1. Access to source data is delayed, due to lack of either data access agreement with the university, or the right people at the university.</p> <p><i>(Impact: high; Likelihood: medium)</i></p>	<p>For on-time completion, it is essential to have the right people (e.g. system owners) identified and available on the project, including identifying escalation paths in the university in case needed to help resolve data or system access.</p> <p>It is also important to take care of any legal requirements for accessing university data during the project. Your assigned Implementation Manager will guide the project team through this during the preparation of the project.</p>
<p>P.2. Unclear accountability delays project decision making</p> <p><i>(Impact: high; Likelihood: low)</i></p>	<p>Projects are delayed when the project team must wait on decisions required during implementation. This is mitigated through clear roles and responsibilities, ensuring the project is owned by a client project manager with a clear mandate, and through our iterative project approach with fortnightly Project Iteration Meetings and escalation as needed.</p>
<p>P.3. Integrating with various university data sources/ systems takes longer than planned</p> <p><i>(Impact: medium; Likelihood: low)</i></p>	<p>The Initiation Phase includes an assessment and data analysis of all integrations included in the implementation project. In addition, our standard and built-in integration tools come with data quality tests and verifications, forcing a minimum level of data quality.</p> <p>If an integration takes longer than expected, a joint investigation will be conducted to re-evaluate the data assessment and data mapping. If the evaluation concludes that the integration is technically possible and the University holds the resources to perform the integration, the project plan will be revised, and the proper change management initiated.</p>
<p>P.4. A change in your project team members leads to delay due to loss of knowledge</p> <p><i>(Impact: low; Likelihood: low)</i></p>	<p>We have sometimes experienced key client project members changing roles for various reasons mid-way through the project. This always causes a temporary slow-down, which we mitigate through detailed project documentation and tracking. Replacement project members can pick up where the previous person left off, based on a trace of all project decisions. Continuity is also ensured through our dedicated Implementation Manager.</p>

## Adoption Risks (Sustainability)

Potential risks/problems	Mitigation
<p>A.1. Faculty at your participating institutions actively resist the system, either because they resist “top down implemented systems”, or because they disagree with the information displayed in their public profiles on the system</p> <p><i>(Impact: high; Likelihood: low)</i></p>	<p>In our experience, this is a critical success factor for the intended positive impact and the sustainability of the system. Mitigating this risk requires active management right from the start through:</p> <ul style="list-style-type: none"> <li>• A careful stakeholder engagement and communication plan, starting early on (not only when launched), highlighting the benefits of the system to faculties, and involving key university stakeholders and faculty throughout the project</li> <li>• Empowering universities and faculty. Faculty is more likely to support the system if they feel the system’s public profiles of them accurately and completely reflect their work. Our proposed architecture of Pure at the university allows more varied data ingestion, manual entry and editing and data visibility control at the university level. It also allows additional direct benefits to faculty, like automated CV creation etc.</li> </ul>
<p>A.2. The Pure system fails to attract the anticipated traffic</p> <p><i>(Impact: high; Likelihood: low)</i></p>	<p>The value of the investment in Pure is only realized if it is used. A careful marketing plan and rollout to all stakeholders and intended users helps drive usage. Pure will also be appropriately branded, and we recommend setting up an appropriate URL to facilitate attracting users. Our portal is also search engine optimized for maximum traffic, and we have detailed knowledge to help the system administrators further optimize traffic to the portal.</p>

## 7. Education and training

Pure user training is offered in various formats and at different stages to meet the needs of our clients.

### During implementation

A two-day on-site workshop is delivered by the implementation manager, which provides in-depth training about the implementation and configuration of Pure. This workshop will be tailored to HKR’s use cases and requirements. It is aimed at advanced users, such as librarians, research support office staff and system administrators.

Usually, the on-site workshop is held early in the implementation project, but only after data has begun flowing into Pure through the data integrations. Once data has begun flowing, we design training around a client’s data as this makes it relevant and more tangible for the audience.

Once implementation is nearing the launch phase, HKR’s dedicated Pure Customer Consultant will deliver additional training (a combination of onsite and online). The Customer Consultant has an in-depth knowledge of Pure and best practices for rolling it out. They will provide continuous training to help HKR’s advanced users explore the additional functionality in Pure, and will remain as your go-to person for training-related enquiries after launch.

In agreement with our clients, we take a “train-the-trainer” approach to end-user training. This approach sufficiently skills each client’s core users to a level where they can deliver Pure end-user training at their institution. Clients create local documentation and guides for their end-

users, based on how Pure will be used at their institution. The Pure Customer Consultant will work with HKR to create this material.

## Pure Academy

To meet our clients' needs for recurring training – be it refresher, deep-dive, or for new users – we offer the Pure Academy, an online training service. The Pure Academy is a global training program designed to help users take advantage of all the features Pure offers. The Pure Academy offers classes predominantly in English, with some basic classes offered in Spanish and Mandarin Chinese.

The Pure Academy offers a combination of regularly scheduled live webinar classes, as well as a library of recorded sessions available for offline viewing. The number of classes is rapidly growing, and we are committed to continually making new content available. Classes are available for all levels of user, from advanced to foundation-level.

This service complements the user documentation embedded in your instance of Pure. It is available to our customers from the beginning of implementation onward. Clients can access the Pure Academy [here](#).

## Pure User Groups and Conference

To encourage the exchange of ideas and experiences with Pure, our customers have created vibrant user groups around the world. User groups participate in decisions with the Pure Product Team about feature development in their region. For example, national assessment modules, including the SEP module in the Netherlands. For more information on Pure user groups, see [here](#).

Clients can also attend the annual Pure International Conference, which gives them an opportunity to meet other Pure users from across the world and learn from their best practices with Pure. Clients will also meet the Pure team in person and learn more about the future roadmap and developments.