

Preceded by: 3-Design Turnover from PM to AD (DS2)

4-Art Program Development (AVPM1)

Followed by: 5-Manuscript Turnover from Editorial (PM4)

Why: *In-house AV Art Management is needed for titles with complex art programs that fall outside of Full-Service Agency capabilities. AV Support includes detailed estimating of costs at list planning/budget stage, tracking of costs throughout production, managing studios.*

Who: *AV Project Manager or Full-Service Vendor*

Skills Needed: *Art/Design, Project Management*

Knowledge Base Needed: *Photoshop, Illustrator, Quark, Adobe Acrobat, VARC, FileMaker Pro, PIMS*

TASK: Determine AV Project Management Level of Involvement

During list planning, the need for AV Project Management (AVPM) support can be determined (using the level specifications below as a guide) and should be finalized by the design launch. Note that an AVPM may be needed for titles with lower art counts where the art requirement is beyond what a Full Service Vendor (FSV) can achieve, or even for a portion of an art program with specialized needs.

For titles with Level 1 specifications, where the FSV is creating and managing the art program in its entirety, no in-house AVPM will be required. In some cases (such as Level 2), part of the art manuscript may be managed by the FSV and part by the AVPM. Author-supplied, fully-formatted art normally would not require AVPM support, but may require that during preproduction the AVPM review to ensure proper file set up and quality. The AVPM and the **Senior Managing Editor (SME)** will determine which titles will be managed by the AVPM.

Level 1:

- 1 color or 2 color, single A, B or C priority text art program
- Figure count under 500
- No creative development required
- Full service vendor assigned product

Level 2:

- 2 color, single A priority text art program
- Figure count from 250 to 1000
- Minimal style sheet development required
- Full service vendor or in-house AVPM with single studio assigned product

Level 3:

- 2 to 4 color, A – AAA priority
- Figure count from 500 to 1500
- Heavy style sheet development required
- AVPM with lead studio and single category specialty studio

Level 4:

- 4 color, A – AAA priority
- Figure count from 500 to 5000
- Heavy art style sheet or creative goals development required
- AVPM with two or more studio assignments

TASK: Take Part in List Planning/Strategizing the Art Program

Step 1: AVPM attends list planning meetings with Acquisitions Editor (AE), **Senior Managing Editor (SME)**, and **Operation Specialist (OS)** to begin to identify titles that will need AVPM support.

Step 2: For each copyright year, the AVPM will compile the list of titles he/she will be supporting.

Step 3: The AVPM will need to gather information from previous edition legacy materials in PIMS, as well as previous edition AV logs, and discuss new revision plan with editorial.

Step 4: The AVPM will begin strategizing the workflow, preparing for launches, and understanding the in-stock expectations for the parent title and all associated products.

TASK: Participate in Budget Meetings

Step 1: The AVPM will attend all budget meetings with AE, **OS**, and **PM**.

Step 2: Confirm the list of titles for the copyright year by reviewing the Product Summary Report (PSR), which is generated from PPS by editorial. Request a copy of the PSR from the **SME** or **OS** prior to the budget meeting.

The PSR contains the following information pertinent to the AVPM:

- Title list for each AE for the copyright year
- Total plant dollar allowance allocation
- Estimated art counts
- Potential release to production dates
- Potential instock date
- Target priority and color breakdown

Step 3: Discuss the details of each art program. On a title-by-title basis, the AVPM will need to address the following issues at the budget meeting:

- Editorial plan for enhancing an existing art program or plan for creative development of new art, including author or market needs and feedback on previous edition art program.
- The percentage of new and revised figures.
- Priority of title in relation to the entire list (as a means to determining AVPM involvement)

Step 4: After the budget meeting, the AVPM will begin measuring quantities, expenses, and development expectations for all products.

NOTE: The AVPM is responsible for providing an art budget for any text product that is designated to have an art program and/or art expense. This **would include** any full service title that requires no AVPM production involvement. The assigning of an AVPM to a suitable title is a separate process and supplying an art budget does not imply their involvement with the production of any particular title.

Step 5: AVPM Pre-assigns vendors/studios. There are benefits to preassigning vendors:

- Anticipate the flow of work going to a particular vendor as early as possible.
- Prepare the vendor for art production volume surges throughout the year.
- Negotiate costs with vendors, particularly for programs with high volume.

The AVPM pre-assigns vendors/studios based on expertise, experience in a discipline, cost, and capacity to handle volume.

Consider whether the art program is suitable for an offshore vendor, as opposed to a domestic specialty studio. Working with an offshore vendor often results in cost reduction.

TASK: Use VARC to Manage Art Programs

The AVPM manages and tracks art programs in Visual Assets Resource Center (VARC): <http://phheproduction.pearsoned.com/> -> VARC

The screenshot displays a website interface with three main sections:

- LATEST NEWS:**
 - ➔ August Ice Cream Social
 - ➔ September begins intensive review of all procedures by the director team. Some drafts are available here for reference.
 - ➔ Committees are continually being formed, check for updates
- LINKS:**
 - ➔ Staff Contact List
 - ➔ PIMS
 - ➔ PAL
 - ➔ HEPM
 - ➔ Radar
 - ➔ Vendor/Invoice DB
 - ➔ Plant Dashboard
 - ➔ VARC
 - ➔ CHET ERAP
 - ➔ ESM ERAP
- PEARSON SITES:**
 - ➔ People Development
 - ➔ Pearson Intranet
 - ➔ Production Knowledge Base

Step 1: Using the list of titles being managed by the AVPM for the copyright year, promote each ISBN into VARC, designate the AVPM for each title, and vendor assignments.

Step 2: Compile quantities, art categories, and project management estimates for each title budget.

Step 3: Track information and progression of the art program development and production until the files release to the printer.

The following screenshot shows how data is captured in VARC.

VARC Category key code

Art Studio Category: (ex.)
In House
Off Shore
General
Specialty

VARC Category Description

BUDGET

PEARSON Education
Pearson Education
1 Lake Street
Upper Saddle River NJ 07458

Date: 0000-00-00 - Unapproved
ART Editor: Benfatti, Thomas

Estimated quantities column for each art category

Author: Blitzar ISBN: 0196007627 CR: 2009
 Title: Intermediate Algebra Ed: 5
 Disc Code: Title Code: Desc:

Qty	Cat	Code	Description of work	Plant code	Unit price	Extended
50	3E	GEN	Mathem atica 2-D	462522	40.00	2000.00
75	2C	GEN	Diagrams Medium	462522	30.00	2250.00
50	4C	GEN	Diagrams Complex	462522	55.00	2750.00
55	7A	GEN	Modify Level 7	462522	60.00	3300.00
25	9H	GEN	Line Art and Situational Very Simple	462522	50.00	1250.00
15	7G	GEN	Photo Realistic Complex	462522	275.00	4125.00
25	4H	GEN	Line Art and Situational Simple	462522	60.00	1500.00
250	2A	GEN	Modify Level 2	462522	12.00	3000.00
1000	1A	GEN	Modify Level 1	462522	5.00	5000.00
500	2A	OFF	Modify Level 2	462522	3.00	1500.00
250	3A	OFF	Modify Level 3	462522	5.00	1250.00
150	2B	OFF	Charts and Graphs Simple	462522	7.00	1050.00
100	3E	OFF	Mathem atica 2-D	462522	12.00	1200.00
1	ALTS	GEN	Author Alterstions	462532	3018.00	3018.00
1	33	IN_HOUSE	Project Mgt Complex (Parent)	462730	4000.00	4000.00
1	34	IN_HOUSE	Next Edition Art MSP (Parent)	462730	500.00	500.00
TOTAL:						37693.00

Total 462522	30,175.00
Total 462730	4,500.00
Total 462532	3,018.00
Total number of illustrations (Qty of 462520 & 462522)	2545
Average cost per illustration	11.95
Average cost per illustration including AA's	13.04
Average cost per illustration including AA's & PM	14.81
10% of illustration (462520 and 462522) costs, to be used for AAs	3,017.50

Breakout averages per cost center, compilations of counts and average cost per figure with associated expenditures

Step 1: Estimating art categories and itemized counts for each description of work

Step 2: Author Alterations, 10% of art production

Step 3: Art Management and A/V Support cost estimations