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<table>
<thead>
<tr>
<th>Case study No</th>
<th>Removing Visual Barriers</th>
<th>Standardisation</th>
<th>The SS program</th>
<th>Production</th>
<th>Levelling</th>
<th>In-plant Quality</th>
<th>Prototyping and Sampling</th>
<th>Visual Signs</th>
<th>Work Facilities</th>
<th>Implementational VM</th>
<th>Performance Measurement through Visual Management</th>
<th>Distributing System Wide Information through VM</th>
<th>Mistake Proofing Systems</th>
<th>On-Site Preparation</th>
</tr>
</thead>
</table>
| 1            | Site layout organization - Using chain-link fences | - Marked pathways  
- Color coded helmets, material & workstations  
- ID cards & name tags  
- Material grouping  
- Site stock area IDs  
- Site maps  
- Area responsible personnel photos/contact | SS exists | Visual control in cement bags and bricks | - Company policies visually presented | Visual work instructions | On-site construction quality control and assurance | - Productivity metrics  
- Quality metrics  
- Safety metrics | Visual information on the project environment for the workforce | - Color coded worker group and project performance boards | Visual information on the project environment for the workforce | - Simple mistake proofing device for pipe fitting | - Electrical fixtures fitted on bricks before bricklaying |
| 2            | Site layout organization - Using chain-link fences | - Color coded helmets, material & workstations  
- ID cards & name tags  
- Material grouping  
- Site stock area IDs  
- Site maps | SS exists | Visual control in cement bags and bricks | Prototypes of certain piping systems  
- Slogans  
- Warnings  
- Visual ID of safety equipment on site  
- Process charts  
- Color coded work aids  
- Visual work instructions | On-site construction quality control and assurance | - Color coded worker group and project performance boards | Visual information on the project environment for the workforce | - Supplier performance boards  
- Overall construction progress boards  
- Quality metrics  
- Safety metrics | Visual information on the project environment for the workforce | Simple mistake proofing device for pipe fitting | - Electrical fixtures fitted on bricks before bricklaying |
| 3            | Site layout organization - Using chain-link fences | - Marked pathways  
- Color coded helmets, material & workstation  
- ID cards & name tags  
- Material grouping  
- Site stock area IDs  
- Location IDs  
- Site maps  
- Area responsible personnel photos/contact | Card based (kanban) production control system for brick, cement, & electrical fixtures  
- A simple material tag based steel control system | Preparations for an andon system | - Card based (kanban) production control system for brick, cement, & electrical fixtures  
- A simple material tag based steel control system | - Safety signs  
- Company policies  
- Slogans  
- Best practices  
- Process charts  
- Color coded work aids  
- Visual work instructions  
- Color coded project drawings – Various visual aids | On-site construction quality control and assurance | - Productivity metrics  
- Safety metrics  
- Financial metrics | Calendar summarizing important project events in the near future | - Productivity metrics  
- Safety metrics  
- Financial metrics | Calendar summarizing important project events in the near future |
| 4            | Site layout organization - Using chain-link fences | - Marked pathways  
- Color coded helmets, material, tools & workstation  
- ID cards & name tags  
- Material grouping  
- Site stock area IDs  
- Location IDs  
- Site maps  
- Area responsible personnel photos/contact | Concrete production Leveling by using simple, colored beads | Prototypes of certain piping systems  
- Safety information  
- Desired practices reminders by using the company mascot  
- Process charts  
- Visual work instructions  
- Color coded magnetic board summarizing the important dates of the project planning | On-site construction quality control and assurance | - Productivity metrics  
- Safety metrics  
- Financial metrics | Calendar summarizing important project events in the near future | - Productivity metrics  
- Safety metrics  
- Financial metrics | Calendar summarizing important project events in the near future |
| 5            | Site layout organization - Using chain-link fences | - Marked pathways  
- Color coded helmets, material, tools & workstation  
- ID cards & name tags  
- Material grouping  
- Site stock area IDs  
- Location IDs  
- Site maps  
- Bricklaying before bricks and on bricks  
- Electrical fixtures fitted on bricks before bricklaying | Color coded worker group and project performance boards | Visual information on the project environment for the workforce | - Color coded worker group and project performance boards | Visual information on the project environment for the workforce | Simple mistake proofing device for pipe fitting | - Electrical fixtures fitted on bricks before bricklaying | - Electrical fixtures fitted on bricks before bricklaying | - Simple mistake proofing device for pipe fitting | - Electrical fixtures fitted on bricks before bricklaying |

**Table 4 – Adoption of VM taxonomy elements by different companies**
<table>
<thead>
<tr>
<th>Site layout organization</th>
<th>Using chain-link fences</th>
<th>Using glass where appropriate</th>
<th>SS exists</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Marked pathways</td>
<td>- Color coded helmets, material, tools &amp; workstation</td>
<td>- ID cards &amp; name tags</td>
<td>- Material grouping</td>
</tr>
<tr>
<td>- Hand tools control boards</td>
<td>- Card based (kanban) production control system for various materials</td>
<td>A heijunka board for on-site concrete production</td>
<td>Andon board system</td>
</tr>
<tr>
<td>6</td>
<td>- Scaffolding control</td>
<td>- Card based (kanban) production control system for various materials</td>
<td>A heijunka board for on-site concrete production</td>
</tr>
<tr>
<td>7</td>
<td>- Marked pathways</td>
<td>- Color coded helmets, material, tools &amp; workstation</td>
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<tr>
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