Table 4 – Adoption of VM taxonomy elements by different companies

Case study No	Removing Visual Barriers	Standardization	The 5S program	Production Control	Production Levelling	In-Station Quality	Prototyping and Sampling	Visual Signs	Work Facilitators	Improvisational VM	Performance Management through Visual Management	Distributing System Wide Information through VM	Mistake Proofing Systems	On-Site Prefabrication
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	5S 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		- 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 - Location IDs, - Site maps	5S 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	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						- Safety signs - Company policies - Slogans		On-site construction quality control and assurance	- Supplier performance boards - Overall construction progress boards - Quality metrics - Safety metrics			
4	- Site layout organization - Using chain-link fences - Using glass where appropriate	- 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		- Card based (kanban) production control system for brick, cement, & electrical fixtures - A simple material tag based steel control system		Preparations for an andon 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		
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			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				

6	- Site layout organization - Using chain-link fences - Using glass where appropriate	- 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	5S exists	- Hand tools control boards - Card based (kanban) production control system for various materials	A heijunka board for on-site concrete production	Andon board system	- Sampling for safety gears, personnel & material location matching - Prototypes of certain piping systems	Safety signs, worker emotions' boards, slogans, best practice, information on the production system	- Process charts - Visual work instructions - Color coded magnetic project drawings - Various visual aids	On-site construction quality control and assurance	- Productivity metrics - Safety metrics - Quality metrics - Financial metrics - Visual workers' mood board	Visual information on the project environment for the workforce		- Electrical fixtures are fitted on bricks before bricklaying - Electrical and mechanical (piping, fixtures) prefabrication with visual information
7	- Site layout organization - Using chain-link fences - Using glass where appropriate	- 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	5S exists	- Hand tools control boards - Scaffolding control - Card based (kanban) production control system for various materials	A heijunka board for on-site concrete production	Andon board system	- Sampling for safety gears, personnel & material location matching - Prototypes of certain piping systems	Safety information, slogans, desired practices, reminders by using the company mascot	- Process charts - Visual work instructions - Color coded magnetic project drawings - Various visual aids	On-site construction quality control and assurance	- Productivity metrics - Safety metrics - Quality metrics - Financial metrics	Visual information on the project environment for the workforce	Simple mistake proofing for the installation of sinks	- Electrical fixtures are fitted on bricks before bricklaying - Electrical and mechanical (piping, fixtures) prefabrication with visual information
8	- Site layout organization - Using chain-link fences - Using glass where appropriate	- 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	5S exists	- Hand tools control boards - Card based (kanban) production control system for various materials	A heijunka board for on-site concrete production	Andon board system	- Sampling for safety gears, personnel & material location matching - Prototypes of certain piping systems	Safety information, slogans, desired practices, reminders.	- Process charts - Visual work instructions - Color coded magnetic project drawings - Various visual aids	On-site construction quality control and assurance	- Productivity metrics - Safety metrics - Quality metrics - Financial metrics - Visual supplier performance boards - Visual workers' mood board	Visual information on the project environment for the workforce		- Electrical fixtures are fitted on bricks before bricklaying - Electrical and mechanical (piping, fixtures) prefabrication with visual information
9	- 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				A simple in station quality system by using colored cards		- Safety information - Slogans - Desired practices - Reminders	- Visual work instructions	On-site construction quality control and assurance	- Productivity metrics - Safety metrics - Quality metrics			