

Chapter 4

Process Improvement Through Visual Management: An Insight Management Tool?

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ABSTRACT

Departments in enterprises can benefit from visual management (VM) methods. This involves observing a framework of planning activities on a desktop. The information should be clearly visible and easy to understand to all involved. The VM framework used in this case really proved to be a great option in terms of clarity, motivation, process review, real knowledge of results, and correction procedures. The implementation of VM methods will bring to companies a cultural change. There will be some points of resistance to be worked; however, through the income statement, these will be overcome. Then, if we use an insight management (IM) platform, it is possible to cross all those data in diverse ways to produce several scenarios, which can be considered as visual analytics. This is relevant for the case in study, especially in order to explore new strategies based on the indexes envisioned to replicate the positive results throughout the entire restaurant group.

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INTRODUCTION

While operations management has been studied on its benefits and functions, the technique of visual management (VM) has not been systematically investigated (Kurpjuweit et al., 2019). Nevertheless, the best practices observed provide insights of its advantages and how to implement it (Yik & Chin, 2019).

Either strategic, tactical, or operational departments may derive benefits from a VM framework for planning their activities. One contributing factor is that it stimulates information sharing and dissemination. There are great advantages from getting all items involved in the same level of practice. For example, at a restaurant, if the manager visualizes the waiter's work, he also captures the real preparation and confection conditions, timings, etc. Everyone can have the same knowledge from the visual framework. This way, every employee can have a holistic view of his work, and the way it integrates in the whole process.

The information should be clearly visible, easy to follow and understandable (Tonkin, 1998; Kurpjuweit et al., 2019). Also, the framework should have characteristics such as:

- informative – that transfers useful and motivating information to those who consult it
- beneficial – that enables an easy, fast, safe and satisfying service
- attractive - interesting and enjoyable for the viewers.

Moreover, the information can be displayed in various formats (figures 1, 2): tables, charts, panel data, banners, posters, electronic media (if using computer networks), etc.

Figure 1. Example of VM panel



Problem Formulation

Today, having quick access to information and answering time have become crucial issues for competitive advantage. From comparing practical studies (Costa et al., 2015; Ward & Dagger, 2017; Yik &

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