

Operational Management Practices in Kuala Lumpur Private Galleries

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ABSTRACT

Management stands as one of the most crucial professions in the annals of human history. People established organisations to attain objectives that were unattainable through individual efforts alone. To ensure the harmonisation of individual actions, management has emerged as a fundamental necessity. Within this context, operational management constitutes a component of a system responsible for organising and overseeing various production processes, as well as adapting corporate procedures to generate goods or services. The origins of operational management can be traced back to the early 20th century when Frederick W. Taylor introduced the principles of scientific management. Taylor's pioneering work laid the groundwork for contemporary operational management practices. This article delves into the strategies of operational management employed by private art galleries in Malaysia, with a particular focus on their role in safeguarding and promoting visual artefacts. The main aim is to analyse the operational management practices used within two galleries in Kuala Lumpur to preserve the necessary level of quality and artistic freedom with one objective which is to identify the facilities and infrastructure of a private gallery exhibit. The findings of this study suggest that it could serve as a definitive guide for galleries, furnishing institutions with a manual or set of instructions that will benefit not only the visitors but also the artworks on display. The aspiration is that this research could make a meaningful contribution to the enhancement of operational management practices in private galleries located in Kuala Lumpur.

Keywords: *Operational, Galleries, Facilities, Infrastructure, Organization.*

INTRODUCTION

Art galleries' primary mission revolves around nurturing visual artworks, promoting artists' creations, and presenting them to the public, collectors, media, and cultural institutions. While various departments play essential roles within these galleries, operational management stands out as a vital and indispensable component. Operational management, in its broader context, aims to deliver a service that upholds the desired quality standards for the gallery space. It plays a crucial role in preserving artworks while

allowing them the freedom to express the artist's original intent. In this research, the researchers will closely examine the mechanics and components of operational management within two art galleries in Kuala Lumpur. This article focuses on the foundational aspects of the research, including the problem statement, where the researchers will define the issues related to the topic and emphasise the significance of their study. Within the problem statement, the researchers will articulate the necessary infrastructure for effective operational management and underscore the critical elements that every operation should encompass.

The research objective is addressed, providing clarity on why this research was undertaken and outlining the goals which the researchers aim to achieve, particularly in the context of operational management. Furthermore, this article delves into overseeing a gallery's architectural structure to apply in operational management activities. On the other hand, the study aims to identify the facilities and infrastructure required for private gallery exhibitions, ensuring audience satisfaction and the preservation of artworks' value during installation. It is worth noting that operational management finds applications in various industries beyond art galleries. Therefore, this study can serve as a valuable resource for anyone seeking to understand operational management principles and potentially become a reference for future operational management professionals.

Operational management of any gallery involves the installation of an artwork in the exhibition space. This involves arranging, transporting and placing each artwork which needs to be correlated with the condition of the works. This also relates to the humidity, lighting, security and even the angles of placements for the artworks. Operational management is a crucial department when it comes to managing an exhibition. The infrastructure of the gallery must be up to date and obtain standard equipment and procedure for an established gallery. Most galleries are not equipped with suitable facilities to exhibit artefacts and artworks (Ahmad Razlan, personal communication, February 9, 2023). This is a concerning issue towards the security and development of galleries in our country as the galleries must be able to commit to and establish a structured system to preserve and display an artefact to promote and showcase artwork. There is an intricacy of the whole experience in operational management, where each key activity holds a major importance to the visitors as well as to the artworks. It is also worth mentioning that it can take 8 to 12 months of operation to install an exhibit.

According to Fiqri (n.d.), people do not realise how time-consuming operational management is and how it relates to the condition of the artworks and to satisfy the public viewing. From this statement, we can see the public is not aware that operational management must oversee the conditions of the artefacts to be able to fit in the gallery space before it is opened for viewing. Planning an exhibition is very difficult, as it takes up hours and requires manpower to fully operate the entire process. For the research objectives, this research aims to study and analyse the operational management practices used within these galleries to preserve necessary levels of quality and artistic freedom. The objective is to recognise the necessary facilities and infrastructure for private gallery exhibitions while also recommending the essential facilitation that these galleries should acquire. In this journal, the researchers will elaborate on the influence of how an operational manager affects not only the artwork but also the visitors that come to view the exhibition. This study is to meet one objective, which is to identify the facilities and infrastructure of a private's gallery exhibit.

This paper highlights the significance of operational management, a critical practice not confined to art galleries but prevalent in various industries. This research, however, is not limited in its potential audience. It extends its benefits to those interested in gaining insights into operational management, particularly appealing to cultural practitioners, art enthusiasts, and individuals passionate about art preservation. Operational management serves as a foundational system in art galleries, safeguarding valuable artworks. Consequently, this study equips them with essential information and knowledge, shedding light on the structured approach within the art gallery system. Educators and institutions also stand to gain from this research. It can enrich academic resources by inspiring the creation of new books and the addition of related topics in university lectures. This, in turn, provides valuable insights for future curators, scholars, art writers, art preservers, and art educators. Moreover, the study benefits the general

public by providing a comprehensive understanding of operational management. This offers a valuable perspective to the younger generation, allowing them to appreciate the intricacies of managing art exhibitions. Ultimately, this research extends its advantages to cultural practitioners, art enthusiasts, educators, gallery curators, academic institutions, and the broader public.

LITERATURE REVIEW

Incorporating relevant theories into this research requires a comprehensive understanding and a thorough review of current knowledge and existing research. This review serves as a valuable source for the study. To achieve this, the researchers have outlined several sub-topics directly related to the research's title and objectives. Through this structured approach, the researchers will analyse and collect information with the goal of identifying gaps in current knowledge, highlighting the limitations of existing theories and perspectives, pinpointing subjects for future research, and exploring areas of disagreement. Essentially, the progression of any field is driven by the logical synthesis of prior research, building upon the findings of earlier studies (Kumar et al., 2019). It's important to underscore the significant impact of literature reviews on the development of concepts, methodologies, and thematic understandings across various subjects. They serve as a fundamental tool in the research process (Palmatier, Houston, & Hulland, 2018; Hulland & Houston, 2020).

A well-structured literature review empowers the researchers to establish fresh theoretical frameworks and engage in critical dialogues on specific research issues. This is achieved by weaving together existing literature, synthesising previous studies, and identifying knowledge gaps within a defined timeframe. In summary, the primary objective of a literature review is to conduct a critical examination of the existing body of literature within a given research area, theme, or discipline. This process involves identifying relevant theories, key constructs, empirical methods, contextual factors, and any outstanding gaps in research. Ultimately, it lays the groundwork for establishing a future research agenda built upon addressing these identified gaps.

The Definition to Management

Management is a fundamental and vital aspect of human existence. People have formed associations to collectively achieve objectives that are often unattainable as individuals. The practice of management is now indispensable to ensure that individual efforts are harmonised. Management is relevant across various types of organisations and applies to managers at all organisational levels. These management principles are not confined to businesses alone; they extend to government, military, social, and educational institutions. While the essence of management remains consistent across different organisations, its complexity can vary significantly depending on an organisation's size and scope. Management, in essence, serves as the lifeblood of any organisation (Herrity, 2023).

In today's industrial world, effective management is irreplaceable, playing a pivotal role in enhancing human productivity and delivering superior technology, products, and services to society. Management is closely tied to the efficient utilisation of production resources, including people, equipment, materials, and financial assets. It is a critical function that permeates all facets of an organisation's operation (Csshbb, 2016). Management is the driving force behind the transformation of disparate resources into a functional and efficient enterprise. At its core, management involves orchestrating the efforts of individuals to work collaboratively toward common goals.

Management is often described as the art of enhancing efficiency through a social process. It involves achieving objectives by working through others and entails a well-defined plan of action guided by a cooperative group striving for a shared purpose. Effective management means making optimal use of available resources to reach a common goal. It encompasses a broad spectrum of activities, including

planning, organisation, forecasting, coordination, leadership, control, and motivation, all aimed at achieving specific objectives. In essence, management is the body responsible for establishing and enforcing rules and procedures. This is done when calming down and shooting.

Operational Management in Galleries

Operations management is a critical component of the broader field of management. It encompasses the planning and control of manufacturing processes and the restructuring of corporate procedures to produce goods or services. Its primary responsibility is to ensure the efficiency of an organisation's operations in fulfilling client needs while minimising resource usage. Operations management plays a central role in overseeing the entire production or service process, which involves the transformation of inputs into outputs (Maiti, 2021). While operational management in galleries holds a similar outcome as the discipline is integral to providing services, creating products, handling representation, offering support, managing distribution, and ensuring quality. As operational management is actually applicable across various industries and organisations, including galleries, banks, hospitals, and businesses that engage with suppliers, collectors, dealers, customers, and technology.

Galleries

Within the realm of museums and galleries, some of the most remarkable architectural feats can be observed. Arup has collaborated with renowned architects for over half a century to bring to life captivating and highly esteemed structures. Our involvement goes beyond creating brand-new and enthralling exhibition spaces; we also undertake the revitalization of museums and galleries nestled within historic edifices. The design process often encounters divergent priorities among stakeholders when it comes to crafting versatile, multipurpose rooms for preserving and showcasing exhibits. Curators prioritise accessibility, education, and the preservation and display of artwork. Operators seek spaces that are secure, efficient, and adaptable. Directors are frequently concerned about the regional and global context, while philanthropists weigh the reputation of the organisations they support. Visitors naturally desire aesthetically pleasing and functional settings, while artists require venues that are flexible and inspiring.

The term "art gallery" is often used interchangeably with "museum," as exemplified by the Walters Art Gallery, a museum in Baltimore, Maryland. An art gallery can refer to a building, hall, or space dedicated to the public exhibition of artworks. However, in a narrower sense, it may also denote a private business establishment that sells works of art. Special exhibitions are often organised for this purpose (Art Museum, n.d.). Many artists maintain formal agreements with galleries that allow them to display their work and receive a share of the sales as their representatives or dealers.

In ancient Greece, the public trust preserved and made accessible a rich collection of Greek artefacts for both the general populace and scholars to observe and appreciate. Temples held votive offerings, statues, and paintings, which, when exhibited collectively, were referred to as "pinakotheke" (Haja, 2014). The Propylaea, a hall within a structure on the Acropolis in Athens, once housed a collection of paintings dating back to the 5th century B.C.E., which were open to the general public

Types of Galleries

An art gallery is essentially a space where art is exhibited and offered for sale. These galleries function as for-profit enterprises and play a pivotal role in managing the portfolios of artists. They serve as intermediaries, representing, promoting, and distributing the works created by various artists. However, it's important to recognize that not all art galleries are identical. While many art galleries share common operational styles and structures, there exists a diverse array of art galleries that employ distinct

approaches (Delagrange & Delagrange, 2023). Each type of art gallery warrants its unique description, offering a broad overview of what defines an art gallery and how it chooses to present itself

Table 1. Types of Galleries

No	Types of Galleries	Functions
i.	Commercial Art Gallery	Most common style of an art gallery, this gallery collaborates with many artists and agrees to promote and represent them.
ii.	Mega Art Gallery	Is considered a growing commercial gallery in becoming a dominant force in the gallery industry as well as the art scene.
iii.	Vanity Art Gallery	A gallery that charges artists who want to hold an exhibition or showcase and sell their works in exhibits. Prices may vary accordingly.
iv.	Exhibition Art Gallery	It is not a gallery but an area for display. To set up an exhibition and display their works, artists should rent an exhibition space.
v.	Artist-Run Gallery	Self-made art spaces where a gallery operated by an artist may be equally successful and well-known as a commercial space.

Private Galleries in Kuala Lumpur

Kuala Lumpur boasts a variety of established galleries, each serving a distinct purpose and readily accessible within the capital city of Malaysia. The following table presents a list of private galleries in Kuala Lumpur:

Table 2. List of Private Galleries in Kuala Lumpur

No	Private Galleries in Kuala Lumpur	Types of Gallery
i.	Ilham Gallery	Commercial Art Gallery
ii.	Wei-Ling Gallery	Commercial Art Gallery
iii.	Richard Koh Fine Art SDN BHD	Commercial Art Gallery
iv.	Petronas Gallery	Commercial Art Gallery
v.	TAKSU Kuala Lumpur	Vanity Art Gallery
vi.	HOM Art Trans	Vanity Art Gallery
vii.	Vallette Gallery	Commercial Art Gallery
viii.	Chandan Gallery	Commercial Art Gallery
ix.	A+ Works of Art	Commercial Art Gallery
x.	Pelita Hati Sdn. Bhd.	Vanity Art Gallery
xi.	Kitch-N-Art Gallery	Commercial Art Gallery

xii.	MAPKL, Publika	Exhibition Space
xiii.	OUR ArtProjects	Vanity Art Gallery
xiv.	Shalini Ganegra Fine Art	Commercial Art Gallery
xv.	The Back Room	Exhibition Space
xvi.	Ruang Pemula	Mega Art Gallery
xvii.	RA Fine Arts Sdn Bhd	Commercial Art Gallery
xviii.	Artemis Gallery	Commercial Art Gallery
xix.	ZHAN Art	Commercial Art Gallery
xx.	KL City Art Gallery	Commercial Art Gallery
xxi.	Lostgens'	Artist-Run Gallery
xxii.	Gallery Tangsi	Exhibition Space
xxiii.	AP Art Gallery	Commercial Art Gallery
xxiv.	Pipal Fine Art	Commercial Art Gallery

RESEARCH METHODOLOGY

In the quest for the most suitable research method, the researchers embarked by defining the research's title, identifying the problem statement, and establishing the research objectives. This step served as a crucial foundation for determining the optimal method to employ. Subsequently, the researchers pursued a two-pronged approach, harnessing both primary and secondary data methods. Primary data collection was central to addressing the research objective, which aimed to identify the facilities and infrastructure of a private's gallery exhibit. This approach allowed the researchers to gain deeper insights into the subject matter by exploring opinions, behaviours, experiences, phenomena, perspectives, and ideas. To illustrate, the researchers conducted observation, meticulously analysing the recorded data to assess its relevance and extract valuable insights for the research. Subsequently, the researchers transcribed the findings, providing a comprehensive account of the collected data. This method also facilitated the generation of recommendations and solutions derived from the initial problem statement, thereby contributing to the enhancement of operational management practices.

Primary and Secondary Data

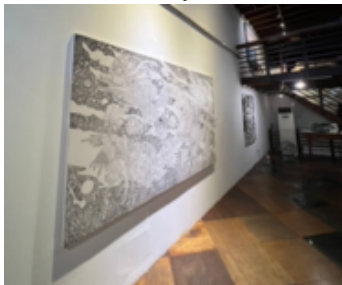
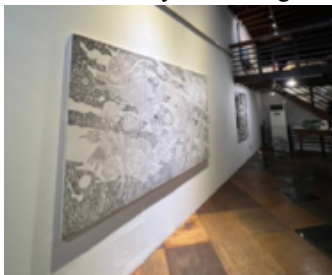
Primary data collection is one of the vital methods that empowers the researchers to gather information directly from the primary source, firsthand. This type of data holds significant importance due to its originality and the authenticity it offers. In the context of this research, the researchers will employ a specific form of primary data collection known as observation. Observation entails the collection of data through visual means, where researchers rely on their vision to watch and interpret the behaviour and circumstances of the subject without any direct intervention (Ho & Limpaecher, 2022). It is worth noting that observation involves analysing and documenting the situation without posing questions to the subjects. Observation emerges as the most suitable method for this research because it allows the

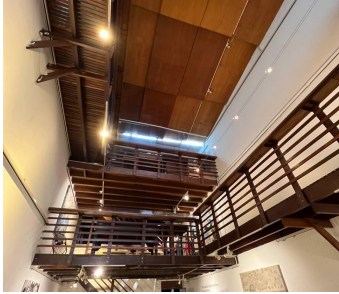
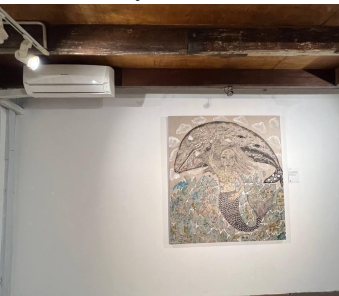
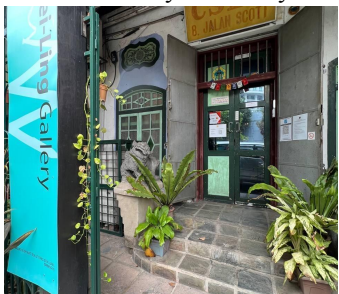
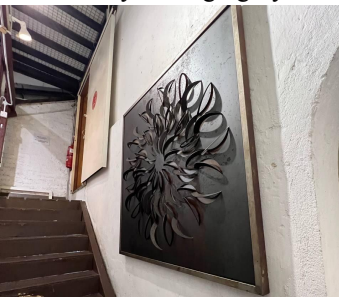
researcher to delve into the intricacies of operational management within private galleries. Through observation, the research will gather genuine information solely by visually examining the facilities and infrastructure of a private gallery. The researchers will embark on journeys to various private galleries in Kuala Lumpur, where they will meticulously observe the operational management processes within the industry. While secondary data is a data collection method that will be used by the researchers are books, journals and online websites. It differs from primary data as this data is already available on different platforms and is accessible to anybody including to the researchers. This helps the researchers conduct the article in time instead of searching for data which can be time-consuming.

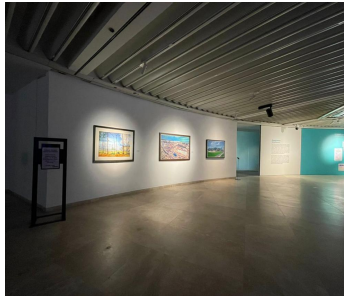
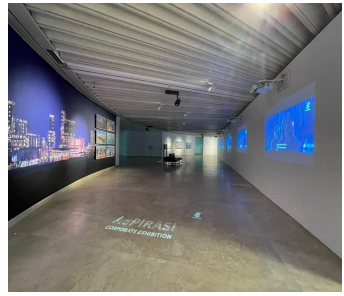
FINDINGS

The successful execution of this research was accomplished through the method of observation, which proved instrumental in achieving the research objectives. The researchers diligently observed and recorded these observations, unveiling the various facilities and infrastructure features within the galleries. Among the galleries visited and observed by the researcher are Wei Ling Gallery and Petronas Gallery in Kuala Lumpur and. Through these observations, the researchers discerned the disparities between the assets of the galleries and the fundamental operational systems in place within private galleries. These operational aspects encompassed the gallery's physical attributes, including the walls, flooring, ceiling, air conditioning, hanging systems, lighting, and security measures.

Table 3. Observation of Facilities and Infrastructure of Each Gallery.

WEI LING GALLERY		
No	Facilities and Infrastructure	Elaboration
i.	The Gallery's Walls 	- Walls are big and spacious, suitable for big and tall canvas that might fit the wall. Due to the galleries open structure of three levels building - Certain walls are only suitable for moderate size artworks.
ii.	The Gallery's Flooring 	- Gallery Flooring is made from wood, following the gallery's past history of preserving wood from the building. In which the building was burnt down and rebuilt by the director's Father. - Flooring can be quite shaky due to the type of material used.

iii.	The Gallery's Ceiling 	- Gallery ceiling gives off the inspiration of using wood. Shows a unique perspective of a much more conceptual private gallery. - Shows that the gallery has hands in building the gallery from scratch.
iv.	The Gallery's Lighting 	- The Gallery lighting is up to date using both types of focus and a wide type of lighting for different artworks. - Lighting can be seen very bright, bringing out all the detail in one artwork.
v.	The Gallery's Air Condition 	- The air-conditioning in the gallery is also up-to-date, controlling the overall humidity of the gallery and keeping the artworks in good condition. - It also keeps the visitors comfortable and cool.
vi	The Gallery's Security 	- The gallery uses a door with a key access for the security control at the entrance. Visitors must ring the bell to enter the gallery. - Good security system is vital for self-made private galleries.
vii.	The Gallery's Hanging System 	- The hanging system for this gallery is common. - Very precise and proper. - Composition looks clean and close to the wall.

PETRONAS GALLERY		
	Facilities and Infrastructure	Elaboration
i.	The Gallery's Walls 	- The walls surrounding the gallery can be used to hang up artworks and descriptions of the show and exhibition. - Some walls seem to be artificial that can be moved, but still look secure and sturdy.
ii.	The Gallery's Flooring 	- The gallery flooring looks strong and has a marble finish that reflects the lighting during an exhibition. - The color of the flooring helps make any artwork fit with the environment of the gallery.
iii.	The Gallery's Ceiling 	- The ceiling of the gallery gives off a futuristic feeling. - With a silver metal interior representing Petronas at its finest. The ceiling also does not bother the aesthetic of the artworks during an exhibition.
iv.	The Gallery's Lighting 	- The lighting system can be seen all around the gallery. This shows that the gallery is complete and has proper facilities when it comes to lighting. - The ambience of the lighting is also very calm and cool.
v.	The Gallery's Air Condition	- The ceiling has folded interiors in which the air conditioning and the humidity level are

		controlled. - An up-to-date infrastructure that not most galleries have and can obtain.
vi	The Gallery's Security 	- The Petronas Gallery is one of the secured private galleries that we have in Kuala Lumpur. - Facilitated with big walls and secured doors. - Equipped with security guards patrolling the gallery during exhibitions.
vii.	The Gallery's Hanging System 	- The hanging system, as expected, looks clean and proper. - The hanging system for each artwork has an eye-level effect, giving a professional finish and a beautiful outcome.

Overall Observation

The overall verdict of the observations that have been conducted and the data that have been collected by the researchers will be stated in this section. The observations are a method to meet the objectives of the research which is to identify the facilities and infrastructure of private gallery needs. Each gallery that has been visited by the researchers will be acknowledged by the different types of building and structure that the gallery is facilitated. The researchers have identified that most galleries have different approaches especially to the type of artworks that are displayed in their facilities and the theme of the gallery. The researchers will list down all of the proper facilities and infrastructure of what a proper gallery needs in order to function and operate well. The list that has been stated by the researchers is the most idealistic and suitable structure and potential scenery that can be used for a gallery in general.

Table 4. Proper Facilities and Infrastructure of a Gallery.

No	Facilities and Infrastructure	Elaboration
i.	The Gallery's Walls	The walls of the gallery should be enough for an art piece and should be spacious enough to hold and portray artworks that are bigger than the average size. Therefore, the gallery must be prepared to have walls that are big enough for extreme artists that have big artworks. The walls must also be painted in a neutral

		colour or most commonly white to make sure that the artworks will pop out during an exhibition.
ii.	The Gallery's Flooring	The floors of a gallery must be spacious and clean with a neutral toned colour. This is because the flooring is an important part of the environment of a gallery. The floors can reflect on the aura of the exhibition, especially the colour palette of the exhibition. Making the colour of the type of surface of the floors can also determine the theme of the exhibition or the gallery overall.
iii.	The Gallery's Ceiling	The ceiling of the gallery must be built and structured in a proper establishment as the ceiling plays an important part in all the other necessary facilitation such as the lighting or the air conditioning. The ceiling must be rock solid and hold a good foundation to be able to run and operate for a long amount of time. Other than that, the colour of the ceiling as well should be neutral colour or most commonly the colour white.
iv.	The Gallery's Lighting	The gallery's lighting is different according to the structure of the building or the type of artworks that are presented. But most importantly the lighting system must be up to date to avoid any inconvenience or issue that might affect the artwork's value or the visual representation. In addition, the lighting must also fit the theme of the showcase, should it be bright or gloomy; which depends on the lighting of the gallery.
v.	The Gallery's Air Condition	The gallery's air condition must also be up to date as it relates to the conservation aspect of the artwork. If the temperature of the gallery is not suitable the condition of the artworks might deteriorate or become damaged. Other than that, the air condition must also be able to fill the whole gallery to make sure that the visitors and even the staffs are comfortable when visiting
vi	The Gallery's Security	The gallery's security should also be up to date and must be well managed. This goes for both technology security and physical security. To make sure that these valuable collections are safe and are not open to the public without having to go through proper security inside and outside the gallery.
vii.	The Gallery's Hanging System	The hanging system should also be up to date as the artworks must follow the proper way of being showcased as some artworks nowadays have a unique way of being represented therefore galleries must be equip with proper tools and facilities in order to figure out how to hang these artworks in the same time secure the form of the artwork as well as the safety of the visitors.

CONCLUSION

In summary, this research has diligently collected all the necessary data required to fulfil its objectives. It commenced with an introduction that outlined the nature of the research and underscored its primary objectives. The study initiated an exploration of operational management within art galleries, shedding light on the challenges inherent in the exhibition process. The core research objective aimed to identify the facilities and infrastructure of a private's gallery exhibit. The paper also delved into a comprehensive literature review, elucidating the concept of operational management and its significance in corporate

contexts, with specific emphasis on its unique applications within art galleries. It explored the proper buildings of an industrial gallery and the facilitation that needs to be applied in galleries prevalent in Kuala Lumpur.

The methods and tools employed for data collection were described, highlighting the use of primary data collection through interviews. The research findings revealed insights into the facilities and infrastructure essential for galleries, aligning with the research's objectives. The primary data collection methods encompassed observations of four private galleries in Kuala Lumpur. The research culminated in a set of practical recommendations and a comprehensive conclusion. These recommendations provided solutions to the identified issues within the research scope, offering valuable insights and workable suggestions. They took into account any limitations or constraints encountered throughout the research process. In conclusion, this research successfully achieved its objectives, providing valuable insights into the facilities and infrastructure required for galleries and the key activities in operational management. The research employed appropriate methods and tools to ensure the galleries' suitability and security for both artworks and visitors. This study was conducted meticulously and accomplished its objectives effectively.

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