



## Column Article

### **Process Auditing**

You have no doubt heard of TQM (Total Quality Management), Process Reengineering and Dr. Demming who created the quality revolution in Japan and later in the world. All of them focused on improving processes to make them efficient. This is well and good but what we really need to do is to audit or question whether the process should exist in the first place.

Processes are created to benefit the customers, internal or external. Process outputs are in the form of information, tangible products or services. Our entire focus should be on improving the outputs and maximizing customer value. However some processes fail to deliver any value and in worst cases they create problems for the customers. Needless to say these processes must be immediately eliminated. Simultaneously, we must constantly improve relevant processes so their outputs provide increased value to the customers.

Several large corporations including General Electric have followed the above strategy with stunning increases in customer satisfaction, reduction in waste and significant profit improvements. Lets audit.