

# **An Analytic View of Process Improvement**

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## Abstract

It is a basic question to ask: “Will the information from the past help predict what will happen?” This question is the essence of analytic work. Enumerative vs. Analytic is a question regarding the current vs. expected noise.

## Introduction: Basic Definition of Analytic versus Enumerative

Deming (1975) uses the following example to show the difference between enumerative and analytic studies: “There is a simple way to distinguish between enumerative and analytic studies. A 100 percent sample of the frame provides the complete answer to the question posed for an enumerative problem, subject of course to the limitations of the method of investigation. In contrast, a 100 percent sample of a group of patients, or of a section of land, or of last week’s product, industrial or agricultural, is still inconclusive in an analytic problem. This point, though fundamental in statistical information for business, has escaped many writers.” Wheeler (1992) echoes this point.