

# **Mentoring A Small Business with Success**

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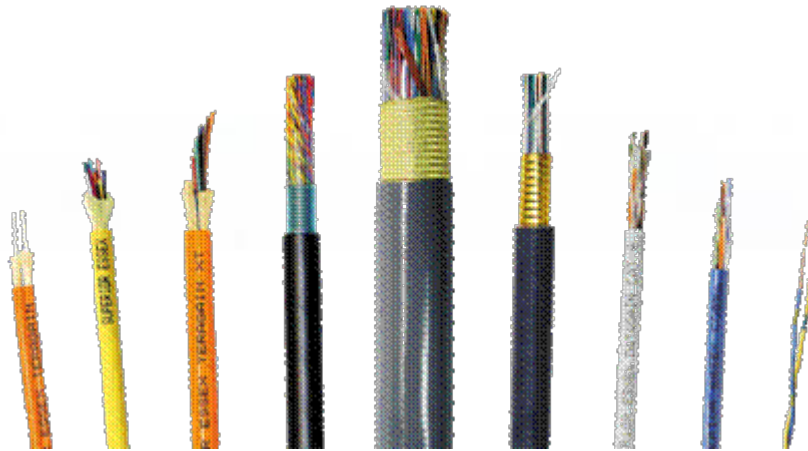
# Overview

- **Quality Management Systems are table stakes in today's business**
- **Small businesses playing in big business environment**
- **How 1 big business helped a small business stay in the Telecom Industry**



# The Players

- The Big Business = Superior Essex Communications LP



# Superior Essex Communications LP

- **Manufacturer of 5000+ different cable designs**
  - OSP Copper, Wire & OSP Fiber Cable
  - Premises Fiber & Copper Cable
  - Coaxial Cable products
  - Central Office Cables
- **\$600M Division of Superior Essex Inc. (SPSX)**
  - Communications Division Based in Atlanta, GA
- **Operating since 1954 with 1300 employees**
- **Four Manufacturing Facilities in North America**
- **All Manufacturing locations TL Registered since 2000**
  - First Copper Cable company to achieve TL Registration



# The Players

- The Big Business = Superior Essex Communications LP
- **The Small Business = Diamond P Enterprises (DPE)**



# Diamond P Enterprises (DPE)

- **Core Business Activities include:**
  - Telecom Cable Cutting (Fiber & Copper)
  - Telecom Wire Cutting
  - Telecom Wire & Cable Warehousing and Distribution
  - Metal Reel Refurbishing
  - Wooden Reel Assembly
- **Operating since 1995**
- **100% minority owned business with about 35 employees**
- **TL Registered March 2005**



# Superior Essex & DPE

- **Prior Relationship**
  - DPE was servicing Superior Essex's products
  - DPE was contracted to Assemble Wood Reels
  - DPE was contracted to Refurbish Metal Reels
- **DPE's Expansion**
  - Purchasing product and acting as an Independent Distributor





# The Players

- The Big Business = Superior Essex Communications LP
- The Small Business = Diamond P Enterprises (DPE)
- **The Drivers = Service Providers and the Industry**





# The Drivers

- **Service Providers require TL 9000 Registration in contracts**
- **In 2004, DPE had a Verizon & SBC contract with this clause**
- **Superior Essex saw an opportunity for DPE**
- **DPE wanted to expand to other Service Providers**

# DPE's Goal

- **Achieve TL 9000 Registration by 2<sup>nd</sup> Qtr 2005**
  - Satisfies current contracts
  - Allows growth within the industry
  - Standardize processes
- **Needed to develop a project plan to ensure success**



# The Roadblocks

- **DPE**
  - Lacked resources
  - Did not have the expertise
  - Small operating budget
- **Superior Essex**
  - Local facility did not have the resources
  - Implementation expert resides in Georgia while DPE is in Texas

# The Solution

- **Superior Essex**
  - Committed to help
  - Teach DPE about Quality Management Systems (ISO & TL)
- **Superior Essex and DPE**
  - Developed an Implementation Plan
  - An “Alternative Method” for maintaining this system was developed to address DPE’s resource issue



# The Plan

- **Superior Essex helped in developing the System Documents**
- **DPE developed the Work Instructions**
- **Few NEW processes were developed, mostly documented CURRENT methods**
- **Regularly scheduled conference calls**
- **Emailed documents for review and comment**
- **Monthly visits occurred at DPE**

# The “Alternative Method”

- **Problem**
  - DPE did not have a “Quality Manager”
  - Hiring someone was cost prohibitive
- **Solution**
  - Major system elements divided amongst current Management
    - Accountant = Auditing & Purchasing
    - Order Entry Coordinator = CA / PA
    - Logistics Manager = Management Review & Management Rep



# Implementation

- **Began with training (ISO & TL)**
- **Identified documents to be developed**
- **Prioritized document development**
- **Divided workload**
- **Constant updates until complete**
- **System verification**

# System Verification

- **Superior Essex local site provided their expert to perform a complete audit**
  - **3<sup>rd</sup> Party review**
  - **Non biased report**
  - **Identified a number of open loops**
  - **No cost**



# Results

## The Registrar's Pre-Assessment Audit

- No major gaps
- 5 minor issues
- 1 commendation
- Auditor commented that this was in his top 10%

# Results

- **Registration Audit**
  - No Major Findings
  - 2 Minor Findings – closed during the audit
  - 5 Commendations
- **Received TL Registration on time**
- **DPE awarded MBE Supplier of the Year from Verizon**
- **DPE awarded a new contract with SBC**



# Results

- **Quantitative Results**
  - **Superior Essex Improved On Time Delivery to DPE by 58%**
  - **DPE Improved On Time Delivery by 13%**
  - **These results have been maintained for all of 2006 and into 2007**

# Contact Information

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