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 2nd 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
  – 3rd 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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