

Final Programme of Thursday 17 March 2011 Chairman: A. Coello - Vera / Thales Alenia Space

09:15 - 09:45	The European space market for EEE A. Colquhoun, Director Parts Agent, TESAT-Spacecom
09 :45 - 10:00	Product Roadmap D. Vignolo, Vishay Sfernice Thin Film Division
10 :00 - 10:15	Tantalum Capacitors for European Aerospace T. Zedníček, AVX Czech Republic
10:15 - 10:45	Users and suppliers' needs and interests consolidation A. Jain, Head of Standardisation and EEE Components Department, DLR
Coffee break	
11:15 – 11:45	Current and Future Parts management at NASA M. J. Sampson, Co-Manager, NASA Electronic Parts and Packaging Program
11:45 - 12:15	Retaining Semiconductor Manufacturing Experience in Europe C. Lee, Director General, SEMI Europe
12:15 - 12:45	Specialised and Advanced Parts Procurement Services D. Núñez, Business Development Director, ALTER TECHNOLOGY GROUP





The European Space Market for EEE Parts



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The European Space Market for EEE Parts

- This presentation gives an overview of the European EEE Parts market based on:
 - Statistics on parts procured by Tesat-Spacecom
 - Knowledge of parts procured as a European CPPA
- This Presentation builds on work carried out by Mr. Sven Zeidler between June and September 2009 for his Bachelor's degree
- Mr. Zeidler is currently employed by Tesat-Spacecom



BACHELORARBEIT





EEE Parts for Space

<u>Communication</u> <u>C</u>	<u>Observation</u>	<u>Navigation</u>	<u>Scientific</u>	<u>Manned Space</u> <u>Flight</u>	<u>Launcher</u>
K				7	7



EEE Parts Procured by Tesat

- Data Basis
 - Parts for both Tesat and for external agent business customers
 - Time Period 2004 2011
 - Total Value: 264M€
 - Total Number of Suppliers: ~260
 - No. of Suppliers delivering 99% of value: 101
 - No. of Lots ~36.600
 - No. of Parts ~10,6 Million



Tesat-Spacecom

Key Figures	
Location	Backnang, Germany
Core Business	Spacecom Satellite Payload Equipment & Subsystems
Employees 2010	approx. 1100
Turnover 2010	200 Mio Euro
Equipment Capacity	Up to 1500 Units per Year
Programs	Up to 75 per year
Homepage	www.tesat.de



Location Backnang, Germany **PIONEERING WITH PASSION**



EEE Parts Procured by Tesat 2004-2011

- Origin of the Parts



Note:

Only suppliers delivering 99% of value considered

Tesat manufactures RF-Equipment => High Value of μ W Transistors from Japan



- Family of the Parts





FC	Family	No. of Lots	No. Parts	No. of DPAs	Value	Av. Piece Price
1	Capacitor	6.668	2.439.850	2.382	35.019.687€	14€
2	Connector	3.243	426.720	125	6.303.747€	15€
3	Crystal	200	1.985	37	6.301.199€	3.174€
4	Diode	3.697	1.559.032	1.476	39.720.051€	25€
6	Fuse	99	35.328	39	1.744.363€	49€
8	IC	2.571	298.863	830	66.594.600€	223€
9	Relay	128	4.967	49	1.217.390€	245 €
10	Resistor	11.240	4.585.998	240	11.615.417 €	3€
11	Thermistors	171	15.070	73	1.024.822€	68€
12	Transistor	1.910	394.896	821	41.411.650€	105 €
13	Wire / Cable	1.118	213.484	2	6.784.738€	32€
14	Transformer	92	6.363	34	1.104.670€	174 €
18	Optoelement	197	72.531	76	5.141.689€	71€
20	Thermostat	12	311	0	125.879€	405 €
30	RF Parts	1.296	181.166	155	28.389.480€	157€
40	Hybrids	11	270	4	2.331.873€	8.637€
89	Miscellaneous	3.465	331.810	260	8.981.733€	27€
	Total or Average	36.118	10.568.644	6.603	263.812.988 €	25 €



- Delivery Times



Average Delivery Time by Family



- Trend – Delivery Times





Qualification Status of Parts Used by Tesat in 2010 (Standard Equipment)



40

Tesat screened (40 parts)

8%

130

MIL screened (276 parts)

53%

84

ESA screened (208 parts)

40%

50

0



12

The European DPA Market

- Extrapolating from Tesat's figures => DPA on ~8000 Lots/a
- Assuming ~500€/Lot => 4M€/a
- Plus additional work for Failure & Constructional Analysis (+20%) => 5M€/a in Europe for DPA/FA/CA





LAT/QCI Costs

- Tesat LAT/QCI costs ~2% of total EEE costs
- Due to frame contracts with the suppliers and the inclusion of QCI costs in the price of qualified MIL components this value is too low
- Real value estimated to be 4 6% of the vendor cost => ~15M€/a



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Growth of the European EEE Space Parts Market

- ♦ Growth since 2000: \sim 3-4% p.a. in \in , \sim 10% p.a. in US\$
- Market growth is affected by both price increases and the increase of the number of parts used



Conversion according to the exchange rate at that time



Estimation of the European Market for EEE Parts

Jotal Value ~300M€

	Why?			
	% EEE	EEE	Mission	M€ EEE
2009		Quality	Duration	
1940	8%	Full Space	Long	155
936	8%	Full Space	Med/Long	75
204	5%	Full Space	Med	10
1072	1%	Ind/Mil	Minimal	11
379	4%	Mil	Mix	15
442	5%	Mix	Mix	22
4973				288
	M€ Sales 2009 * 1940 936 204 1072 379 442 4973	M€ Sales 2009 *% EEE19408%9368%2045%10721%3794%4425%4973	M€ Sales 2009 * % EEE EEE Quality 1940 8% Full Space 936 8% Full Space 936 8% Full Space 1072 1% Ind/Mil 379 4% Mil 442 5% Mix	M€ Sales 2009*% EEEWhy?1940% EEEEEEMission Quality19408%Full SpaceLong9368%Full SpaceMed/Long2045%Full SpaceMed10721%Ind/MilMinimal3794%MilMix4425%MixMix49731000000000000000000000000000000000000

- * Eurospace Report 2010
- Supporting calculation:
 - Astrium procures ~100M€/year EEE
 - => 300M€ for European Space





Estimated European Market for EEE Parts

Total Value 300M€





THE BIG PICTURE







For further information please contact:





One of the World's Largest Manufacturers of Discrete Semiconductors and Passive Components

ESCCON 2011

Vishay Sfernice Thin Film Division ROADMAP

Ms D. Vignolo

Build Vishay into your Design





Issues and Strategy

Roadmap

Other Specific Products



Let's dream ..

Conclusion





VISHAY.



Vishay Sfernice has been involved in Space business since the early 80's. With the evolution of electronics to miniaturization, today, only the Thin Film division of Vishay Sfernice is offering suitable products for Space applications.





D. Vignolo (Vishay Sfernice Thin Fim)



- Cost of Space qualified products
- Less and less European Manufacturers
- ITAR regulations

Vishay/Sfernice answer:

- Offer cost effective products
- Offer a complete product range of qualified resistors and resistive networks





VISHAY



ROADMAP 2006 - 2010

2 Main axis:

ESCC/QML qualification (Technology Flow qualification)

- → Goal: Increase number of qualified products more easily and quickly answer to the needs of our customers.
- Requirement for the Technology Flow qualification of film resistors Basic Specification No. 2544001
- Evolution of Generic ESCC 4001
- Qualified Products Listed in REP 006 list



ROADMAP 2006 - 2010

R Failure Rate

- \rightarrow <u>Goal</u>: Offer a qualified cost effective part
- Failure Rate Level Sampling Plans and Procedures ESCC Basic Specification No. 26000
- Evolution of ESCC 4001/023
- Qualification of PFRR



In the meantime, extension of performances of other qualified products

VISHAY

ROADMAP 2011 - 2015

2011 Status

	PFRR	4001/023 Variant 09 to 12	Alternative to M55342E	100R - 3M01 depending on size (0603 to 2010)		
				Also qualified with 0.05% - 10ppm/°C [-55°C; +155°C]		
	PHR	4001/023 Variant 01 to 08		10R - 3M depending on size (0603 to 2010)		
Qualified				0.01% to 0.1% - <mark>5ppm/°C</mark> to 25ppm/°C[-55°C; +155°C]		
	PRAHR	4001/025 variant 01 to 21		100R - 1M depending on size	2.東京2	
				0.1% abs / 0.05% ratio - 10ppm/°C abs - 3ppm/°C ratio [-55°C; +155°C]		
	CNWHR	4001/025 variant 22 to 42		Same performances as PRAHR: different values in Networks		
EPPL Level 1	CHPHR	4001/026 Vaiant 01 to 10		1R - 10M / 1% - 2% - 5% / 100ppm/°C - 200ppm/°C [-55°C; +155°C]		
				Evaluation completed - Qualification foreseen Q2/2011		
	LHR	4001/xxx		0R1 - 9R99 / 1% / 100ppm/°C to 300ppm/°C [-55°C; +155°C] - 0603 to 2512 -		
Fueluation				Completion of evaluation foreseen Q4/2011		
Evaluation	PZHR	4001/yyy	Alternative to MI-PRF-32159	0R: Strap - 0402 to 1206		
On Going	PHR0402	4001/023		Extension of qualification to size 0402		
	PFRR0402	4001/023	Alternative to M55342E	Extension of qualification to size 0402 (R Failure Rate on going)		
	RMK/RSK/	NI / A		Wirebondable chips: Sizes: 22 / 33 / 55 / 515 - Tol: 0.01% to 0.1% - TCR:	Г 1	
	CS/TA	N/A		5ppm/°C to 100ppm/°C [-55°C; +155°C] - Al pads		
Not Qualified	RMK/RSK/	V N/A		Wirebondable Networks: Sizes: 33 / 48 /408 /508 / 714 / 816 / 914- Tol:		
				0.1% abs - 0.01% ratio - TCR: 10ppm/°C abs - 2ppm/°C ratio [-55°C;		
				+155°C] - Al pads - Custom available		
	SA, SB, SC			Wirebondable shunts - 50mR to 1R - 1% to 5% - 100ppm/°C [-55°C;		
		3A, 3D, 3C N/A		+155°C] - 0.5W to 6W		

2010: Extension of PHR qualification down to 10Ω and TCR to 5ppm/°C [-55°C; +155°C]

Dies: Have been used for space applications for more than 10 years

D. Vignolo (Vishay Sfernice Thin Fim)

VISHAY.

ROADMAP 2011 - 2015



Complete qualification of: LHR PZHR CHPFR (alternative to M55342K) PFRR: extension of qualification down to 10Ω

Evaluation and qualification of: PRAHR073 and PRAHR074 PHR: increase power rating (330mW for 1206)

Characterization in Cryogenics (-185°C) PHR PRAHR



Others Specific products

Not yet used for Space applications, but which can be of some interest

Hyper-frequency:

CH: Thin Film chip resistors (50GHz) [HCHP: Thick film chip resistor (10GHz)

High Temperature (230°C)

PHT: Wraparound chip resistor RMKHT: Wirebondable chip resistors and networks PRAHT: Wraparound chip arrays

CHPHT: Wraparound thick film chip resistors

HT

We can imagine: A precision resistor in TO220 package



Examples of products used by Space customers

TFS-W: temperature sensors (for temperature measurement)



EPIC: Electro-Pyrotechnic Chip Initiator (unfold antennas)



VISHA



Tools to help Designers





Application Notes Space product Selector Guide Capability brochure

SHAY.

VISHAY SPERMICE

Power Dissipation in High Precision shay Sternice Chip Resistors and Array Thin Film, PRA Arrays, CHP Thick Film



Let's Dream !



2) RCC : Resin Coated Copper (or prepeg + copper)

D. Vignolo (Vishay Sfernice Thin Fim)

VISHAY.





Vishay / Sfernice strategy is to be <u>one stop shop</u> for Space Customers In this frame Vishay/Sfernice has run the qualification of

ESCC QML: ESCC Technology Flow Qualified Manufacturer

Vishay/Sfernice FIRST passive manufacturer qualified

Vishay Sfernice on going qualification: to offer a whole range of resistive products from 0Ω to 10M:

VISHA



Special Thanks to Jean-Paul Bussenot (CNES) for his un-valuable help during QML and products qualification processes

Thank you to ESCCON committee to have given me this opportunity to present Vishay/Sfernice Roadmap

Thank you for your attention



D. Vignolo (Vishay Sfernice Thin Fim)

VISHAY



TANTALUM CAPACITORS for EUROPEAN AEROSPACE

ESCCON 17th March 2011



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- COMMERCIAL PRODUCT STRUCTURE
- APPLICATION HIGHLIGHTS
- ESCC / MIL / COTS+ TANTALUM CAPACITORS
- EUROPEAN SPACE QUALIFICATION & DEVELOPMENT

A KYOCERA GROUP COMPANY

CERAMIC CAPACITORS



Capacitors Automotive HICV ML/Cots+/Space High Temperaturie COR/High Reliability Array Flexiterm® Tip and Ring Flexisate" Low Distrtion Ulbrathin Gold Termina led Tin/Lead Tin/Lead w Flexiterm®



Switch Mode Power Supply Capacitors (SMPS)

ML/Space High Temp Leade d High Voltage TurboCap**



Leaded Multilayer Ceramic Capacitors Adal **High Voltage** Radal MIL/Space/High Reliability 2-Pin Dip



Fexiterm[®] MIL

Glass Capacitor

LOW INDUCTANCE/ SIGNAL INTEGRITY

Reverse Geometry

Interdigitated

Ultra Low Inductance

CoreCap® Hybrid Nicbium Oxide - MLCC

Low Inductance Array

TANTALUM CAPACITORS



Surface Mount Tantalum Capacitors High Terro (THJ) Established Reliability TAOnicrochip® Tin/Lead





RF PRODUCTS



Passive Miniaturized Components

Couplers 348



Medium Power RF Questions

ENERGY HARVESTING





Molded Ceramic Stacked Ceramic







1.1



Multi-element Variatora

CIRCUIT PROTECTION

Var istors

Thermistors Negative Temperature Compensation Leaded

MLV Transient Voltage Suppressors

Surface Mount

Fuses – Thin-Film

CONNECTORS:

LED/Solid State Lighting Wire to Board Board to Board 🐑 🥥 End Cap

> Board to Board DIN-41612.2-Piece Compression Low Profile 1-Piece Microleal/Fine Ptch 2-Piece

FFC/FPC ZIFUE



Portable Devices Battery SIM Memory Products Speaker/Microphone 140

High Temperature

Low Leakage

Sub oF

Махсар

Capquard

PRODUCT LINECARD



FILTERS

EM Filters Surface Mount Bulkhead High Current ML/Space



- Ceramic Filters
- SAW Filters
- Filtered Arrays
- Optical Low Pass

PIEZOELECTRIC DEVICES



Telephone Ringer/External Drive External Drive/Self-Oscillating Shock Sensor

Actuator

TIMING PRODUCTS







LEADING PASSIVE COMPONENT SUPPLIER



DC Block







Capacitors

Broadband











Microwave SingleLaver High Power








www.avx.com



Tantalum





COMMERCIAL vs PROFESSIONAL Tantalum Capacitors

• THJ, TRJ high reliability professional / automotive series

Improved reliability to 0.5%/1kHrs

	Commercial	Automotive
		Restrictive design rules that take
	Commercial design rules that are	the harsher environment of
	less restrictive and do not attempt	automotive into consideration. One
	to account for the harsher	example is an established
Design	environment of automotive.	minimum formation ratio of 3.0
		Exception limit controls in place.
Lot		Rework control limits.
Acceptance	Uses commercial EIA standard	Naverick lot prevention controls
		Visual Check 0.1%AQL,
		Electrical 0.1% AQL,
Quality	Visual Check 0.25% AQL,	(Zero Sampling Plan – A0/R1),
Control	Electrical 0.25% AQL	Reflow test min 200pcs/Lot
In line	2 x dynamic surges;	min 2 x 'hard' dynamic surges ;
verification	minimum burn-in conditions	min burn-in conditions 125C/RV;
and test	105C/RV	temperature cycling



TANTALUM APPLICATION End Market Shares





TANTALUM APPLICATION CONSUMER DEVICES



Mena

Octons

Estrada

-

OV-SPS

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TANTALUM CAPACITORS IN MOBILE PHONES

majority of mobile phones are using tantalum capacitor in power management systems





- downsizing and miniaturization are key drivers
- upcoming new "facedown" designs reduce the height to less than 1mm
- the capacitor volume reduced by more than one decade during past 15 years



TANTALUM APPLICATION AUTOMOTIVE APPLICATIONS

Tantalum Capacitors meets specific requirements for reliability, vibration resistance and high cost versus performance value







Core Electronics Increased Power Train, Body & Safety Electronics

Tire Pressure Monitor RF receive / Transmit

Ultrasonic Park Assist

Ultrasonic Sensor, DSP, Audible Alarm

Head Up Display

Night Vision Display Infra-Red Camera, DSP, LCD display

Adaptive Cruise Control Millimeter Radar Send & Detect, DSP, Coupled ECU

Lane Detector Digital Optical Camera, DSP, Audible Alarm

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TANTALUM APPLICATION MEDICAL APPLICATIONS

Implantable – Pacemakers, Defibrillators



References: Medtronic, Microsystems Engineering, Guidant

More than half a million pacemakers and defibrillators implanted each year!!!



TANTALUM APPLICATION OIL DRILLING

200°C

Temperature

Oil Exploration Challenges

- Deeper Sea Exploration
- New Measures
- Deeper Drilling
- New Drill & Sensor Technology



New released E 100/16, E 220/10

PRODUCT MEESING ATION	ti -				
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- Drill head / sensor application
- 3.3 and 5V rail application
- 200°C 1000 hrs life time
- 220 μF and 100 μF E case



... samples available

TANTALUM DIVISION

Tantalum Capacitors in Aerospace Applications

ESA/NASA co-operation

A KYOCERA GROUP COMPANY



Tantalum Capacitors meet requirements of space applications for **top reliability in small & light capacitors**





SIGNIFICANT PAYLOAD REDUCTION

new generation of tantalum Hi-Rel capacitors provide higher capacitance & **Iower ESR in smaller size** = lighter design



ELECTRONIC INDUSTRY GROWTH 1970 - 2011





www.avx.com



Eu vs US Standardization Grades Tantalum Capacitors

European Standardization Based

ESCC 3012 – ESA QPL products

ESA EPPL (no tantalum at present)

CECC 30801 005 CECC 30801 011 (CTC4) CECC 30201-032 (leaded Ta)

CECC Avionics & Industrial IQC

US Standardization Based

CWR09 MIL group family CWR 11 CWR 15 (microchip) CWR 19 (ext. range) CWR 29 (low ESR)

DSCC 95158 DSCC 07016 (Hi-Rel, low ESR, ext. range) DSCC 04053 (fused) DSCC 93026 (wet)

COTS+ COTS+ Aerospace - SRC9000

Hi Rel Test Level Comparison

Tantalum Capacitors

A KYOCERA GROUP COMPANY

Group A testing comparison							
		MIL PRF 5	AVX SRC9000		ESCC3012		
TEST	AVX COTSplus	"std" MIL	New "T" level	Space Level	LAT 1	LAT 2	LAT 3
AVX series	TBJ/TBM/TAZ	CWR09,11,15,19,29	CWR09,11,15,19,29	TBJ/TBM/TAZ	TAJ-ESA	TAJ-ESA	TAJ-ESA
Burn-in 168hrs					Y	Y	Y
100% Reflow	Y	Y	Y	Y	Y	Y	
Vibration		qualification only	qualification only		Y		
Adhesion (shear) & Shock					Y		
100% Thermal Shock	Y	Y	Y	Y	Y		
Climatique Sequence					Y		
Operating Life		group C & qual only	group C & qual only	**	Y	Y	
100% Weibull	Optional	Mandatory	Mandatory - level C	Mandatory-level C			
100% Surge Current	Optional	Optional	Mandatory - level C	Mandatory - level B or C	*	*	*
100% Electrical Testing	Custom test limits available	To specification limits only	+3 sigma limits	+3 sigma limits or custom	Y	Y	Y
100% Visual & Mechanical	Y	Y	Y	Y	Y	Y	Y
Simulated mounting, rework				Y	Y	Y	
Solderability Test	Optional - 75% Coverage	Mandatory - 90% Coverage	Mandatory - 90% Coverage	Mandatory - 90% Coverage	Y	Y	Y
100% X-Ray		-	Y	Y	level B	level B	level B
DPA - 1580 Destructive			Y	Y			
		au al anha	aud only	V	V	V	V
Hot DC Leakage		quaioniy	quaroniy	ř V	ř	ř	Ť
Temperature Stability	Ontional	Mandatory	Mandatory	Mandaton	V	V	V
COTS Plus has all tests as options MIL doesn't allow custom test, but new "T" Level has X-Ray & DPA							

European Projects - Qualification TES Low ESR QPL and European COTS+

Low ESR Single & Multianode technology

For High Power / Payload Weight Reduction

1] low ESR tantalum capacitor ESCC QPL

Evaluation & Qualification Started

at AVX (Cz) and EGGO (Cz) testhouse

Complete Date: Sep 2012

2] Iow ESR tantalum European COTS+

Based on Professional TRJ/TRM series

+ ESCC LAT Testing

Intended to propose for the next EPPL

(Astrium, Ruag, SSTL expressed interest)





European Projects - Development Low ESR Hermetically Sealed Polymer Tantalum Capacitor

Tantalum Capacitor with Polymer 2nd electrode

- Pro: low ESR, reduced ignition
- <u>Con</u>: reliability limited by humidity impact and oxygen atmosphere

HERMETIC PACKAGE SOLVES THE ISSUES



- Completion of Development Stage: 2012







European Projects - AVX New Proposal Rf ThinFilm Products Range

Accu-P® Thin Film Capacitors	0201/ 0402 / 0603 / 0805 / 1210
Accu-L® Thin Film Inductors	0402LGA/ 0603 / 0805
TF Directional Couplers/3dB 90°Couplers	CP0402LGA/CP0603LGA/0603/080 5/
ITF Harmonic Low Pass/Band Pass Filters	0402LGA /0603 LGA / 0805
ACCU-GUARD® SMD Thin Film Fuses	0402LGA ,0603,0805,1206,0612

Production moved recently to Czech Republic (ESA member)

- front end still in Israel, middle and end processes in Czech
- potential for European Space evaluation, EPPL in case of interest



THANK YOU FOR YOUR ATTENTION

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User and Supplier Needs and Interests Consolidation in Germany

Dr.-Ing. Andreas K. Jain (andreas.jain@dlr.de), Jürgen Tetzlaff (juergen.tetzlaff@dlr.de), ESCCON, Noordwijk, 15. - 17. March 2011





German Aerospace Center (DLR)



Aeronautics	Space	Transportation	Energy
-------------	-------	----------------	--------

- Research Institution
- Space Administration
- Project Management Agency
- 6500 employees across 29 research institutes and facilities at 13 sites
- ➤ Total budget (2011) : 2980 Mio €





Tasks and Responsibilities within the DLR EEE-Parts Section on behalf of the Space Administration

- ➤ Determination and prioritization of the national EEE-parts demand → National technology development and qualification program → increasing EEE-part availability
- Launching EEE-part qualifications
- Performing qualification and re-qualification audits with manufacturers
- Establishing strategies to increase the availability of EEE-parts in the frame of the European programs (ECI, ESCC, FP7)
- Representation of the German Space Administration, German manufacturers and users within the European Space Components Coordination (ESCC)
- EEE-part conferences for user and supplier needs and interests consolidation





Topics of the EEE-part Conferences :

- Annual for users
- Bi-annual for users and suppliers (part manufacturers)
- EEE-part availability (and application of the EPPL)
- Qualification procedures
- Parts problems (alerts, export restrictions ...)
- Technology developments
- Harmonization of the national technology development and qualification program





Harmonization of the National Technology Development and Qualification Program in Detail :

- To propose actions and tasks to improve the EEE parts availability
- To agree on actions and tasks
- To prioritize and approve the proposed action list
- To report on actions and tasks performed, their results, and their application
 - → To increase the acceptance at customer level
 - ➔ To reduce the impact of export restrictions
- Supported by information web site (password protected only for German users, <u>www.ibara.de</u> see slide 6)





Additional Harmonization / Discussion via DLR Web Site "IBARA" (for registered Users only)

SPACECOM		Informationen Anwender in de	für Bauelemente er Raumfahrt		
Start-Seite	Anwender	Hersteller	International	Qualifikationen	Dokumente
Aktuelles	Willkommer mit Informat	n auf der DLR / Tes tionen für Bauteile	at Internet Seite -Anwender in der	Raumfahrt !	
Links	Diese Seite wu	rde im Auftrag der DLR-F	Raumfahrtagentur erste	ellt und wird in regelmä	ßigen Abständen
Bauteil-Listen	aktualisiert, das	s jeweils letzte Aktualisi	erungsdatum wird auf	dieser Seite angezeigt.	
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	An vielen Stelle	en sind <mark>Verknüpfungen</mark> eboben	und Hyperlinks einge	fügt, zur besseren Erk	ennung sind sie
	Beiträge zu die wurde absichtli	sem Informationssystem ch nicht eingerichtet. Die	n sind jederzeit gerne v e Diskussionsbeiträge	willkommen. Ein freies bitte an Tesat Spaceco	Diskussionsforum om schicken.
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	10.00.10	- Protokoli unu Annar Brotokoli 29, CTR M	lige Folvio 44 Apoting	International -	CTP
	03.00.10	- Protokoll 29. CTD-II	nlettform	Anwondor M	ontingo.
	22.00.10	- Protokoli Anwenden Pröcontationon 8 A	practionn pwondorplottform	Anwender - M	eetings
	06.05.10	- FCI3 - Listen	amenderplattionn	Qualifikationer	- FCI
	30.03.10	- Reiseherichte G12-t	Meetinge	International -	G12
	27 04 10	- Protokoll und Anbär	ine SCSB 25	International -	SCSB
	27.04.10	- Protokoll und Anhär	nge 85006 25	International -	PSWG
	27.04.10	- Aktionsplan aktuelle	Version	Qualifikationer	- Aktionsplan
	29.03.10	- Aktuelles - Termin A	Anwendernlattform 201	Aktuelles	
	29.03.10	- Neue Seite: Bauteil-	l isten	Bauteil-Listen	
Letzte Aktualisierung:	20.00.10			Educin Elaten	
0.12.2010					

Deutsches Zentrum

-	ES	CC		News,		Anna				/4
	EEE-Parts	Running	Projects (ECI)	Planned Proj	ects (ECI) Pla	anned Projects w	/ o Budget (ECI)	Projects	w / o Budget	
0	GaN	1000V G GaN F	a <mark>N Switching Tr</mark> RF Transistor	ansistor	Ga	N Assembly Eng	jineering			
Imag	Commercial Parts		ES	CC Q60-13 CO	TS specification		ommercial ICs (fi RAMs	itness test)		
load	Hybrids	Delta –Qual. E	Hybrids [[SCC Hybrid Sp Qual. MMIC-Os	Development. Devel	C/DC-Converter		Eval & Qual DC	C / DC-Converter	·	
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Pro	Processes	CCG	A-Soldering		CCG	Soldering II	Eval & Qu	ual. MOSFET-Dri	iver	-
Ш	Alternative Sources	Qualification	Chinese Parts			Qualifikatior	<mark>n Chin. Diodes, R</mark>	elays, Logic ICs	ect.	
-	Assembly & Test House		ESCC Qualifi	cation ATH ATH Specs.		ATH	extension of dom	nains		
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	1	2008	2009	2010	2011	2012	2013	2014	2015	
4	Deutscher DLR für Luft- u	s Zentrum Ind Raumfahrt e.	V.						7	

in der Helmholtz-Gemeinschaft



DLR Way for Action Plan Consolidation

- Draft action plan as input for German User Platform (example on slide 11)
- > Discussion, harmonization and prioritization of user needs at this platform
- Identification of suitable manufactures
- > Internal negations (budget, priorities, human resources, approvals ...)
- Establishing specifications if not available from ESCC
- ESCC harmonization (CTB input for AQP)
- Consolidated budget table = German action plan (see example on slide 12)
- Contract placing and execution regarding to DLR process requirements (see process flow on slide 9)
- Input to ESCC QPL and EPPL
- > To report results and application of running or performed programs







Graphical Process Description





(1)



Graphical Process Description



Mitarbeiter der Abteilung Normung und EEE-Bauteil

(2)







Draft Action Plan as Input for User Platform

Product	Manufacturer	Action	Planned Start	Actual Start	Status
Commercial ICs	Tesat/Astrium	Radiation Characterization	2009		Postponed to ?? - Need ?
µW-Dioden	IAF	Development, Evaluation and Qualification	2009	2009	Tesat -internal Qualification performed
High Temerature Cabel	Leoni Special Cables	Development, Evaluation and Qualification	2009	?	Planed from ESA within ECI-3 intended manufacturer: Axon
Assembly- and Test House	NN	Extension of certified domain	2009		Possible only after certification
PoL-Converter	IHP	Development	2010	2010	Standardized product
RF-circulator and isolator	Tesat	Evaluation and Qualification	2010	2010	Product available, existing need
German Foundry	Tesat	Suitability Examination of a Commercial ASIC Technology for Space Applications	2010	2010	Urgent need for European independency
German Foundry	L-Foundry	Evaluation and Qualification (Capability Approval)	2011	2010	Existing need, especially for obsolete technologies
LTCC-Technik	Tesat	Evaluation and Qualification	2011		High reliable and fully automated production line
PoL-Converter	IHP	Evaluation and Qualification	2012		Capability Approval
PoL-Converter	Astrium	Radiation tests on a regulator component for short term realization of a discret PoL-Converter	2011 ?		Existing need
Chinese parts	Tesat	Follow-up activity Evaluation and Qualification	2011		Cooperation with CAST







Example of Consolidated Budget Table (partly blurred)

FKZ	Thema	AN/ ZE	Laufzeit	Mittel- Abfluss	2011	2012	2013	2014	2015	Förder- Summe	Bearl	peiter
Festlegungen: laufende Vorhaben				Stand: 7.1.		-						
50PS0606	Qualifikation: Assembly und Testhaus	Lewicki	09/06 - 12/11	0	pirin Vietade I	888-06 (1810-191 1	kan seta kasaran	12-4:36 & C 14	4778687413343 		Tetzl.	Neuhs.
50PS0702	Unterstützung Bauteilequalifikationsaufgaben	TESAT	05/07 - 04/12	0			gir (* Villand) Si				Tetzl.	Neuhs.
50PS0704	GaN 1000V-Schalttransistor	TESAT	07/07 - 09/11	0		ge and e sea M	Nye Secon Kord N	an de la deste de la des Secondador de la deste de l Secondador de la deste de la			Tetzl.	Neuhs.
50PS0705	Qualifikation eines MMIC-LO	кт	09/07 <mark>- 03/11</mark>	0			iga ana saladi kati Kati	an a		**	Tetzl.	Neuhs.
50PS0802	Evaluation und Qual. von Dioden u. Hf-Transistoren	Infineon	07/08 <u>- 08/11</u>	0	19 10 10 10 10 10 10 10 10 10 10 10 10 10		ng anadarana G Xirong ang ang		(yang tinakan Mang tinakan Mang tinakan		Tetzl.	Neuhs.
50PS0804	Evaluation des ppH15x-Prozess	UMS	07/08 - 07/11	0					er ar de Galera		Tetzl.	Neuhs.
50PS0901	Detektor f. mikrobiol. Kontamin. ("Elektron. Nase", MLA))	EADS	10/09 - 03/12	0	15,5			in an	a 1994 (Kalis K Marina Santa		Lenic	Neuhs.
50PS0903	Power-MOSFETs: Produktentwickl. (u. Qual.) Ph.2	Infineon	07/09 - 10/11	0			ridei endid uler Gradia Gradia	nan san san san san san san san san san	gander) Grander		Tetzl.	Neuhs.
50RE0404	Beratertätigkeiten Standardisierung	DLR	12/04 <u>- 02/11</u>	0		lan san san san san san san san san san s		a tur tala di si si Si si	en en en en le leg Le contente de la contente de la Le contente de la cont		Jain	Neuhs.
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50PS0705 (A)	Qualifikation eines MMIC-LO	кт	<u>- 03/12</u>		frankling Reference		an salara Salara	¥ (⊈ ESrowesse) I Internet (Brokesse)	egalainetsi në Konstanti në	a della nivel a Altonia della Altonia della	Tetzl.	Neuhs.
50RE1102	Beratertätigkeiten Standardisierung	DLR	03/11 - 12/13		ar i Alexandra G	la Valataria Sett	CANE OF	g hearden stad L	Gul e State	Sugar Charles		
					. 5.05.	r . 197	A. 19.		2	6 . Ma	Jain	Neuhs.
50PS1001	Tauglichkeit kommerz. ASICs (L-Foundry)	TESAT	<u>03/11 - 09/13</u>)) na istri Galeria	h Server se Server se		Jain Tetzl.	Neuhs. Neuhs.
50PS1001 50PS1102	Tauglichkeit kommerz. ASICs (L-Foundry) HF-Zirkulatoren & -Isolatoren: Evaluation und Qual.	TESAT TESAT	<u>03/11 - 09/13</u> <u>05/11</u> (26 mon))a suderni Gregoriaeta Gregoriaeta	an tanan san San karatan San karatan		Jain Tetzl. Tetzl.	Neuhs. Neuhs. Neuhs.
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50PS15-A	Update PS-Katalog 2015	TESAT	03/15 (4 mon)	N.N. Neuhs
50PS12-D	Bauteil-QualAufgaben	TESAT	05/12 (5 y)	N.N. Neuhs
50PS12-B	GaN - Aufbautechnik	TESAT	01/12 (13 mon)	N.N. Neuhs
50PS12-A	DC/DC- bzw. PoL-Konverter: Evaluation und Qual.	TESAT	07/12 (2 y)	N.N. Neuhs
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DLR EEE Parts Projects

Activity	Term	Status
PPH15-Process Evaluation	2003 - 2006	finished
Evaluation and Qualification of Thin Film Chip Resistors	2004 - 2008	finished
Evaluation and Qualification of Cables	2005 - 2009	finished
Qualification of Quartzes and Oscillators	2005 - 2010	in progress
Qualification of Microwave Connectors	2005 - 2011	in progress
Certification of an Assembly and Test House	2006 - 2011	in progress
Qualification of MMIC Local Oscillator	2007 - 2011	in progress
Development and Qualification of PowerMOSFETs	2008 - 2011	in progress
Qualification of Diodes and RF-Transistors	2008 - 2011	in progress
Evaluation of the UMS PPH15x Process	2008 - 2011	in progress
Development of a GaN 1000V Switching Transistor	2007 - 2011	in progress
Capability Approval of L-Foundry	2010 - 2013	In grogress
Qualification of RF-Circulators / Isolators	2011 - 2013	planned
Capability Approval of IHP's SG13 Technology	2011 - 2013	planned
Qualification of a fully automatic LTCC Line	2011 - 2013	planned
Feasibility Study of the SiC Diodes Technology	2011 - 2013	planned



Deutsches Zentrum für Luft- und Raumfahrt e.V. in der Helmholtz-Gemeinschaft

All projects under : <u>www.dlr.de/qp/en/desktopdefault.aspx/tabid-3091/4699_read-6881/</u>



Thank you for your attention!

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Deutsches Zentrum für Luft- und Raumfahrt e.V. in der Helmholtz-Gemeinschaft European Space Components Conference (ESCCON) 2011

National Aeronautics and Space Administration



Current and Future Parts Management at NASA

Kenneth A. LaBel

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Co- Managers NEPP Program

http://nepp.nasa.gov

Overview



Spiral galaxy M81, located approximately 12 million

light-years from Earth, as seen by the Spitzer Space telescope.

- NASA Today The Backdrop
- Current Parts Management at NASA
- NASA Parts Policy, NPD 8730.2
- Center Implementation of 8730.2
- The "Universal" Parts Management Process
- NASA Center Missions
- Examples of Parts Management Implementation
- Immediate Challenges:
 - Advanced packaging Class Y
 - Obsolescence and Counterfeit
 - Global Supply Chain
 - Parts Management for COTS "boxes"
 - Commercial Crew
- Future Challenges

This Presentation Does Not Discuss Radiation Hardness Assurance



NASA Today – The Backdrop



- NASA is at a major crossroads
- The Shuttles will soon be retired
- NASA launch systems (crewed) to be replaced with commercial ones for transport to the International Space Station – "Commercial Crew"



- There will be a gap in NASA-launched, human space flight
- Increasing budget pressure in these tough economic times (affordability)
- NASA will manage a new Space Launch System (SLS) for heavy lift and exploration
- Exploration focus is Mars, asteroid, moon? TBD
- New Vision Statement: "To reach for new heights and reveal the unknown so that what we do and learn will benefit all humankind."

This Presentation Does Not Radiation Hardness Assurance

Current Parts Management at NASA



- NASA Parts Policy NPD 8730.2 applies to all NASA flight projects and critical ground support equipment but it is high level and allows considerable flexibility of implementation
- Each NASA Center has similar goals and processes are similar but the tools are different between Centers
- The differences reflect the different missions, histories and cultures of the 8 flight Centers
- Parts management/control functions may be in different managerial chains, engineering, mission assurance or both
- NASA has no standard or preferred parts list, preferred or qualified vendor list or parts database
- The NASA Parts Selection List (NPSL) is an optional on-line tool that mainly captures lessons learned
 - It does not cover radiation effects

NPD 8730.2



- NASA Policy Directive NPD 8730.2, NASA Parts Policy, applies to materials and mechanical parts such as fasteners as well as electronic packaging and parts
- Overall Requirements:
 - Parts and Materials Management Plans
 - Reporting of non-conformances via NASA Alert Policy NPR 8735.1
 - Parts management and assurance actions such as audits

Electronic Parts Requirements

- Selection to meet mission requirements
- Maintenance of the NASA Parts Selection List (NPSL)
- Participation in the US Military Standardization Program
- Parts qualification and screening
- Derating
- Lead-free Control Plans (LFCP), GEIA 0005 standards or equivalent
- Counterfeit Parts Control Plans (CPCP) SAE AS5553 or equivalent
NPD 8730.2 NASA Parts Policy



NASA EEE-INST-002, Instructions for EEE Parts Selection, Screening, Qualification, and Derating Maintained by GSFC

<u>ARC</u>

APR 8730.2, Ames EEE Parts Control Requirements, NPSL

<u>GRC</u>

Space Assurance Requirements NPSL, EEE-INST-002

<u>GSFC</u>

Mission Assurance Requirements (MAR), EEE-INST-002, NPSL

<u>JPL</u>

JPL Rules Doc 57732, Institutional Parts Program Requirements (IPPR) NASA Parts Selection List (NPSL) http://nepp.nasa.gov/npsl/ Maintained by NASA Electronic Parts and Packaging (NEPP) Program

<u>JSC</u>

SSP 30312, EEE Parts Management and Implementation Plan for the Space Station Program

<u>KSC</u>

ISS and Shuttle Servicing Requirements

<u>LaRC</u>

NPSL, EEE-INST-002

<u>MSFC</u>

MSFC-STD-3012

EEE Parts Management and Control for MSFC Space Flight Hardware



Parts Management Flow Continued



NASA Centers - Mission Focus



Center	Primary	Other
Ames Research Center (ARC)	Mini and Microsats, Lunar Science	C & D Missions, Aeronautics, Astrobiology
Glenn Research Center (GRC)	Rocket Propulsion, Aeronautics	Power Systems, Communications
Goddard Space Flight Center (GSFC)	Earth and Interplanetary, Science, Satellites and Instruments	Sounding Rockets and Balloons
Jet Propulsion Laboratory (JPL)	Interplanetary Exploration Satellites and Instruments	Earth Science Satellites and Instruments
Johnson Space Center (JSC)	Human Spaceflight, ISS, Shuttle Program	Crew Vehicle Development
Kennedy Space Center (KSC)	Launch Services and Commercial Crew	Ground Systems Development
Langley Research Center (LaRC)	Earth and Space, Science, Satellites and Instruments	Aeronautics and Advanced Technologies
Marshall Space Flight Center (MSFC)	Space Transportation and Rocket Propulsion	Low Earth Orbit Science Satellites and Instruments

Inter-Center partnerships and roles are dynamic. This is a snapshot

Examples of NASA Center Variation



	ARC	GRC	GSFC	JPL	JSC	KSC	LaRC	MSFC
Center Level Controlling Std	APR 8730.2	SAR	None	None	None	KNPR 8720.2	None	None
Electronic Parts Standard	APR 8730.2	SAR, EEE- INST-002	EEE-INST- 002	IPPR, Parts Eng. Tech Std (PETS)	SSP 30312, OPPR	KNPR 8720.2	None	MSFC- STD-3012
Project Requirements	APR 8730.2	SAR	MAR	PPPR	JPD 5320.6	KNPR 8720.2	Flexible	Project Parts Plan
Project-specific Parts Mgt. Plan	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Selection	Flexible	Flexible	MAR, EEE- INST-002	PPPR, IPPR	Program Specific	Flexible	Flexible	MSFC- STD-3012
Derating	No	Flexible	EEE-INST- 002	IPPR	Program Specific	Flexible	Flexible	MSFC- STD-3012
Screening	Flexible	Flexible	EEE-INST- 002	IPPR	Program Specific	Flexible	Flexible	MSFC- STD-3012
Qualification	Flexible	Flexible	EEE-INST- 002	IPPR	Program Specific	Flexible	Flexible	MSFC- STD-3012
Classification Levels (Grades)	Flexible	1, 2, 3, COTS	1, 2 or 3	1,2,3 or 4	Program Specific	Flexible	Flexible	1, 2, 3, or 4
EEE Parts Database	NO	No	Yes	Yes	Program Specific	No	Flexible	Yes
NSPAR or PCB?	PCB + NSPAR	Flexible	РСВ	Parts Specialists	PCB and NSPAR	Flexible	Flexible	PCB and NSPAR
Parts Responsibility	Engring	Engring	Engring + S&MA	Engring + S&MA	Engring + S&MA	Engring	Engring	Engring

Immediate Challenges



Complex non-hermetic packages for space

- The "Class Y" concept

Counterfeits and Obsolescence

- A challenge for obsolescence management
- An increasing challenge, even for one-off science birds

• Global supply chain, global challenges:

- Security restrictions, secrecy
- Limited sources
- International politics and unrest
- Parts management for COTS "boxes"
 - Am I crazy?
 - Faith, or is assurance possible with no parts list?

Commercial Crew

Balancing risk with heritage and precedence



Lunar Reconnaissance Orbiter (LRO), Built at GSFC, Launched with LCROSS, June 18,2009



MIL-PRF-38535, Class Y



- "Y Not" Non-hermetic for Space? We have no choice
- Proposed new class for MIL-PRF-38535, monolithic microcircuits
- Class Y will be for Space level non-hermetic
- Class V will be defined as hermetic only
- Addition to Appendix B, "Space Application"
- Package-specific "integrity" test requirements proposed by manufacturer, approved by DLA* and government space
- The Package Integrity Test Plan must address:
 - Potential materials degradation
 - Interconnect reliability
 - Thermal management
 - Resistance to processing stresses
 - Thermo-mechanical stresses
- G12 Task Group established 01/13/10



Obsolescence and Counterfeit



- For space systems, greatest risk for encountering counterfeit electronic parts is obsolescence
 - Cost and schedule are also risks if oversight is poor
 - Ignorance is always a factor
- Increasing pace of technology turnover combined with increased use of COTS for space and the decreasing supplier base means the obsolescence issue will continue to grow
 - Even for "one off" science missions
- Counterfeits evolve as our detection gets better
- Obsolescence control plans, counterfeit avoidance plans and training are <u>essential</u>

Global Supply Chain, Global Challenges

- Recent events have highlighted the risks to electronic parts supply from the global market
- Source reduction is continuous and rapid: mergers, acquisitions and facility consolidations
 - Many single source situations for combinations of quality levels, package styles and specific performance
- Political and social unrest in the source country can introduce "new" challenges:
 - Monitoring/auditing may be considered too dangerous
 - Supply may be impaired by collapse of infrastructure
- Time changes, language barriers, laws and customs issues are always with us
- Success requires resources dedicated to maintenance of the global supply chain

Parts Management for COTS "Boxes"



- Growth in "commercial space" is making more Commercial-Off-The-Shelf (COTS) systems (boxes) available
 - Star trackers, single-board computers, gyros, wheels
- Available from world-wide sources
- Flight history claims require study
- Parts lists are guarded secrets
- Apparent "affordability" of these systems will increase their selection for government space
- How do we assure these systems will meet our needs?
- Perhaps they should be treated as "parts", super hybrids maybe?



Commercial Crew



- Commercial launch vehicles and crew capsules to put NASA and NASA-sponsored crews in orbit
- A "sea change" for NASA breaking with 50 years of culture, painful lessons learned and corrective actions
- What constitutes "human rated"?
- Expectation is that commercial systems will be more affordable than NASA ones
- Dilemma:
 - Will commercial still be more affordable if it has to meet current NASA requirements for human rating?
 - But if we relax them for commercial crew aren't we saying the requirements can be relaxed for NASA too?
 - Can we do that given our risk aversion based on our experiences from a long history of success and failure?
 - This precedent <u>will</u> encompass electronic parts selection and qualification AND if it's good enough for humans, then why not unmanned AND if NASA can do it, why not ESA?

Future Challenges



• Who knows? BUT it will be:

- Smaller and lighter
- More efficient
- Faster
- Changing continuously
- Desirable BUT perhaps not space-worthy
- And someone always expects it to be more affordable
- And we need to be:
 - Flexible and innovative
 - Open-minded
 - Willing to expand the definition of "part" as integration puts more system levels on a chip or in a package

Business as Usual – JUST EVEN MORE COMPLEX



http://nepp.nasa.gov



Retaining semiconductor manufacturing expertise and value chain

Expositions Business and Technical Programs International Standards

Publications

Industry Research & Statistics

Advocacy Membership

Worldwide Offices Committees Executive Conferences Environment, Health & Safety

Flat Panel Display Flat Panel Display Www.semi.org Information Products Workforce Development



Carlos Lee Director General SEMI Europe, Brussels Office clee@semi.org www.semi.org



About SEMI

Semiconductor Equipment and Materials International

- Global industry association
- 1800 Members
- Established in 1970 to serve the semiconductor supply chain
- Today serves members in the following industries
 - Semiconductor
 - Flat Panel Display
 - Photovoltaic/Energy
 - Nanotechnology
 - MEMS











Characteristics of the SEMI industry

- Enabling technology
- Pervasive technology
- 2nd most R&D intensive
- Global industry
- SEMI (semiconductor equipment and materials international)
 - Industry association since 1970, 11 offices
 - 1800 members worldwide
 - 85% are SMEs (Small and Medium sized Enterprises)
 - SMEs drivers of innovation
- Strongly interlinked eco-system





- Strongly interconnected supply chain
- The fab is the lab & the lab is the fab
- SEMI members benefit of working closely with their customer and suppliers



"... in the long run R&D activities are likely to follow production to third countries"

Source: Communication from the European Commission COM(2009) 512 "Preparing for our future: Developing a common strategy for key enabling technologies in the EU"

Semiconductors are the innovation enablers, also for <u>aerospace</u>, <u>security</u> and <u>defence</u>







internal military data might be at risk. Melissa E. Hathaway, a head of cybersecurity at the FBI,

read mo

IN DEPTH October 2, 2008, 5:00PM EST

Dangerous Fakes

How counterfeit, defective computer components from China are getting into U.S. warplanes and ships

By Brian Grow, Chi-Chu Tschang, Cliff Edwards and Brian Burnsed

The <u>American militany</u> faces a growing threat of potentially fatal equipment failure—and even foreign espionage —because of counterfeit <u>computer components</u> used in warplanes, ships, and communication networks. Fake microchips flow from unruly bazaars in rural China to dubious kitchen-table brokers in the U.S. and into complex weapons. Senior Pentagon officials publicly play down the danger, but government documents, as well as interviews with insiders, suggest possible connections between phony parts and breakdowns.

In November 2005, a confidential Pentagon-industry program that tracks counterfeits issued an alert that "BAE Systems experienced field failures," meaning military equipment malfunctions, which the large defense contractor traced to fake microchips. Chips are the tiny electronic circuits found in computers and other gear.

The alert from the Government-Industry Data Exchange Program (GIDEP) reviewed by RusinessWeek (MHP) said

Defense Industrial Base Assessment:

U.S. Integrated Circuit Design and Fabrication Capability





U.S. Department of Commerce Bureau of Industry and Security Office of Technology Evaluation March 2009



DEFENSE INDUSTRIAL BASE ASSESSMENT: COUNTERFEIT ELECTRONICS



PREPARED BY

U.S. DEPARTMENT OF COMMERCE BUREAU OF INDUSTRY AND SECURITY OFFICE OF TECHNOLOGY EVALUATION

January 2010

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For more information about the Bureau of Industry and Security, please visit: http://www.bis.doc.gov/defenseindustrialbaseprograms/index.htm

Manufacturing delocalization trend due to strong incentives





Typical incentive package

National Microelectronics Institute Chinese Incentive Program For Foreign Fabless Design



- Grants of up to \$30m over 4 years
- 15% cap on Corporation Tax
 - Likely to be 0%
- Rent free premises for first 2 years
 - Negotiable for following 2 years
- Staff living expenses for 2 years
- 100% refund on personal income tax for up to 5 years
- "Improved access" to the Chinese market
- Conditions
 - Set-up a design site in one of 6 Chinese cities
 - Work with SMIC as your fab

Carlos Lee, SEMI Europe, ESCCON 17 March 2011



Typical Incentive Package Asia

(source A) (name removed for confidentiality)

- Land, building, facilities
 - Land for free
 - Loan for 20 /25 years covering Building Facilities investments, with free leasing up to 5 years
 - Land reserved for future expansion over next 10 years
- Low rates for public utility fee
 - Electricity, Water and Gas : Fixed rates for a period from 5 to 10 years:
 - Rates below 20% at least from Market Price
- Corporate Income Tax (CIT)
 - Years 1 to 10 : exemption between 50% and 100%
 - Years 11 to 20 : partial refunding
- Business Tax : From year 1 to year 5 : 100% of local retention of the business tax returned to the Company
- Individual Income Tax : From year 1 to year 5, at least 50% of local part refunded to the Company
- Local VAT rebate : From year 1 to year 5 : exemption up to 100%
- Subsidies for Environment protection : 10% of Investment deducted from CIT
- Subsidies for R&D : 150% of cost for development of new technologies, new products, deducted from CIT
- Cash subsidies for training, environment, interest for bank loan and others to support start up of the project
- Preferential conditions for operators housing
- Preferential conditions for new suppliers implementation
- Customs:
 - Free trade zone with preferential tax and duties exemption in certain location
 - Preferential conditions on importations
 - Clearance procedures simplified
- Commitment from the Authorities to provide at least a similar incentive package for further extension project



Global 300 mm Fab Capacity



Carlos Lee, SEMI Europe, ESCCON 17 March 2011

"Power" Ranking of the 300mm Wafer Capacity Leaders (2010)

200			300mm	Capital	
"Power"	Company	Headquarters	Capacity	Spending	"Power"
Ranking	company	Region	Rank for	Rank for	Rating* =
1	Samsung	Korea	1	1	2
	likesis	Korea	<u></u>		
2	Hynix	Korea	2	4	6
3	Intel	U.S.	3	3	6
4	TSMC	Taiwan	5	2	7
5	Toshiba/SanDisk	Japan/U.S.	4	6	10
6	Micron	U.S.	6	9	15
7	GlobalFoundries/AMD	U.S.	10	5	15
8	Nanya Technology	Taiwan	9	8	17
9	Elpida Memory	Japan	7	11	18
10	UMC	Taiwan	12	7	19
11	Renesas	Japan	14	13	27
12	Texas Instruments	U.S.	17	10	27
13	IBM	U.S.	13	15	28
14	ProMOS	Taiwan	11	19	30
15	SMIC	China	18	14	32
16	STMicroelectronics	Europe	20	12	32
17	Powerchip	Taiwan	8	26	34
18	Fujitsu	Japan	16	21	37
19	Winbond	Taiwan	15	25	40
20	Panasonic	Japan	19	22	41
	TOTAL	_	_	_	_

*Combined capacity and capital spending rankings (lower figure is best) Source: Companies, IC Insights

Semiconductor Leaders

2010 Top 10 Semiconductor Sales Leaders (\$M)

2010F Rank	2009 Rank	Company	Headquarters	2009 Total Semi	2010 Total Semi	10/09 % Change	Business Model
1	1	Intel	U.S.	32,325	40,154	24%	IDM
2	2	Samsung	South Korea	21,273	32,455	53%	IDM
3	6	тѕмс	Taiwan	8,989	13,307	48%	Foundry
4	3	ТІ	U.S.	9,697	13,037	34%	Fab-lite
5	5	Toshiba	Japan	9,537	13,028	37%	Fab-lite
6	4	Renesas*	Japan	9,649	11,650	21%	Fab-lite
7	9	Hynix	South Korea	6,320	10,432	65%	IDM
8	7	ST	Europe	8,466	10,212	21%	Fab-lite
9	10	Micron	U.S.	5,450	9,057	66%	IDM
10	8	Qualcomm	U.S.	6,409	7,204	12%	Fabless

*The merged entity of Renesas and NEC

Source: IC Insights, company reports



2010 Major IC Foundries

2010 Major IC Foundries

2010	2009	<u> </u>	Foundry -	20	08 Sales	2009 Sales	09/08 Sales	2010 Sales	10/09 Sales
Rank	Rank	Company	Туре	Location	(\$M)	(\$M)	(%)	(\$₩)	(%)
1	1	тѕмс	Pure-Pla	Taiwan	10,556	8,989	-15%	13,307	48%
2	2	UMC	Pure-Pla	Taiwan	3,070	2,815	-8%	3,965	41%
3	4	GlobalFoundries	Pure-Pla	U.S.	0	1,101	N/A	3,510	219%
4	5	SMIC	Pure-Pla	China	1,353	1,070	-21%	1,555	45%
5	6	Dongbu	Pure-Pla	South Korea	431	378	-12%	512	35%
6	9	TowerJazz	Pure-Pla	Europe	252	300	19%	509	70%
7	7	Vanguard	Pure-Pla	Taiwan	511	382	-25%	508	33%
8	8	IBM	IDM	U.S.	400	335	-16%	430	28%
9	10	Samsung	IDM	South Korea	340	290	-15%	420	45%
10	12	MagnaChip	IDM	South Korea	346	262	-24%	405	55%

Source: IC Insights, company reports



Wafer – Technology – Product

Source: Future Horizons

Wafer SizeShare

300mm	49.6%
200mm	34.9%
150mm	12.9%
125mm	2.2%
100mm	0.4%

TechnologyShare			
<60nm	30.9%		
60-80nm	15.5%		
80-120nm	10.5%		
0.12-0.20um	15.5%		
0.20-0.40um	10.8%		
>0.40um	16.8%		

Product	Share
Analog	9.1%
Memory	38.4%
Logic	12.7%
Micro	11.6%
Foundry	24.4%
Other	3.8%



Fabs with 45 nm and below technology capability



Note: Covers production fabs with at least 10,000 wafers per month capacity

Source: SEMI World Fab Forecast, November 2010



2011 Forecast (2005) Share of Capital Spending



Source: IC Insights

() = 2005 Share *Includes contract assembly and test houses



Further Considerations

- EU funding is far below other regions in the world(US), it does not look like we can afford funding several competitive projects.
- Europractice and support education in micro-electronics.
- Ensure smaller countries access to EU funding.
- Space industry is too small for IC manufacturers to be attractive by itself.
- But dual sourcing is welcome.
- ESA to help new entrants in getting up to speed in design rules for RadHard devices, ITAR/Export control regulations, for example via consulting?



The Fabless/Fab-Lite Extrapolation



(PS ... There's Not Much Choice At 45nm & Below)

Industrial Fundamental #3 - Fab Capacity

IC Manufacturing Fundamentals ... 4 Qtr Min. Lag From Decision To Impact

- Total Equipment Cap Ex = 85% Of The Total Cap Ex
- Wafer Fab Cap Ex = 70% Total Equipment Cap Ex
- Order Today = Wafer Fab Cap Ex One Quarter Later
- Wafer Fab Cap Ex = Additional Capacity Two Quarters Later
- Additional Capacity = IC Units Out One Quarter Later

Pig Cycles & Cobwebs ... Due To Long Supply-Side Lead Times (4 Months - Production / 2 Years - Fabs / 5+ Years - Design)





Fab Capacity Still Seriously Tight: Q4-10 Still Down 7.5% vs Q3-08 Peak First Relief Q4-10 (From Q3/Q4-09's Spend) Following Six Flat Quarters

Source: SICAS/SEMI/Future Horizons
IC Wafer Fab Capacity



Q3/Q4-09 Spend = +80k ws/w In Q4-10 2010 Spend = ~400k ws/w Additional By Q4-11?

Units Are Up ... Fab Utilisation's Still High



Quarter	IC Units (B)	Capacity (k ws/w)	Utilization (%)
Q4-07	39.9	2045	91%
Q4-08	34.0	2110	68%
Q4-09	42.4	1880	89%
Q4-10	46.6	1985	94%
Q4-11	52.0	~2 <mark>4</mark> 00	~90%



Source: WSTS/SEMI/SICAS/Future Horizons

Capacity Utilization Trends

300mm IC Capacity Utilization Trends



Increasing Process Complexity

Elements Used for IC Fabrication

Н					198	0's											He
Li	Be	2			(1	2)						В	С	N	0	F	Ne
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Rb	Sr	Y	Zr	Nb	Мо	Тс	Ru	Rh	Pd	Ag	Cd	In	Sn	Sb	Te	1	Xe
Cs	Ва	*	Hf	Та	W	Re	Os	lr	Pt	Au	Hg	TI	Pb	Bi	Po	At	Rn
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*	La	Ce	Pr	Nd	Pm	Sm	Eu	Gd	Tb	Dy	Ho	Er	Tm	Yb	Lu
**	Ac	Th	Pa	U	Np	Pu	Am	Cm	Bk	Cf	Es	Fm	Md	No	Lr

Source: Applied Materials, Intel IDF '03



Increasing Process Complexity

Elements Used for IC Fabrication

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Na	Mg				<u>. lu</u>					v 1.		AI	Si	Р	s	CI	Ar
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Rb	Sr	Y	Zr	Nb	Мо	Тс	Ru	Rh	Pd	Ag	Cd	In	Sn	Sb	Тө	j	Xe
Cs	Ва	*	Hf	Та	W	Re	Os	lr	Pt	Au	Hg	TI	Pb	Bi	Po	At	Rn
Fr	Ra	**	Rf	Db	Sg	Bh	Hs	Mt	Uun	Uuu	Uub						

Ŧ	La	Ce	Pr	Nd	Pm	Sm	Eu	Gd	Tb	Dy	Но	Er	Tm	Yb	Lu
**	Ac	Th	Pa	U	Np	Pu	Am	Cm	Bk	Cf	Es	Fm	Md	No	Lr

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Source: Applied Materials, Intel IDF '03

Increasing Process Complexity

Elements Used for IC Fabrication

Н					198	0's	199	1990's 2000')0's							Hə
Li	Be				(1	2)	(16)		(60)			В	С	N	0	F	Ne
Na	Mg											AI	Si	Р	s	CI	Ar
к	Са	Sc	Ti	V	Cr	Mn	Fe	Co	Ni	Cu	Zn	Ga	Ge	As	Se	Br	Kr
Rb	Sr	Y	Zr	Nb	Mo	Тс	Ru	Rh	Pd	Ag	Cd	In	Sn	Sb	Te	1	Хө
Cs	Ва	•	Hf	Та	W	Re	Os	Ir	Pt	Au	Hg	TI	Pb	Bi	Po	At	Rn
Fr	Ra	**	Rf	Db	Sg	Bh	Hs	Mt	Uun	Uuu	Uub						

*	La	Ce	Pr	Nd	Pm	Sm	Eu	Gd	Tb	Dy	Но	Er	Tm	Yb	Lu
**	Ac	Th	Pa	U	Np	Pu	Am	Cm	Bk	Cf	Es	Fm	Md	No	Lr

Source: Applied Materials, Intel IDF '03





Semiconductor landscape more complex



... TO A NETWORKED MODEL

BUSINESS, CONSUMERS, AUTHORITIES

SOURCE: ESIA

Carlos Lee, SEMI Europe, ESCCON 17 March 2011

FROM A LINEAR CHAIN...

BUSINESS, CONSUMERS, AUTHORITIES



Rare Metals

A strong UE importation dependancy & Some countries with a monopolistic production



Raw Materials Timely access at stable price



Example: Ruthenium, used in the semiconductor back-end of line for metallization, as well as applications in magnetic disc recording.



Raw Materials Timely access at stable price



Example: Ruthenium, used in the semiconductor back-end of line for metallization, as well as applications in magnetic disc recording.

What impact of the European aerospace, security and defence markets?

- Access to key technologies
 - Origin?
 - Time?
 - Cost?
 - Quality control?
 - Content control?
- For security and defence: <u>Trust cannot be</u> added to integrated circuits after fabrication



Aerospace requirements of semiconductors / avionics

- Sensors and Actuators
- Radars
- Electric Brakes
- Oil and Fuel Pumps
- Landing Gears and Flaps
- General Energy Consumption Reduction

For which elements is it critical to retain expertise in Europe?



A European issue

- Affects all European countries
- Affects many key sectors for Europe (automotive, telecom, medical equipment, industrial machinery, photovoltaic, military, ...)
- Issue needs to be addressed by all stakeholders



Opportunities for Advanced Wafer Manufacturing in Europe

Expand our Leadership in R&D

- World-Class industrial Institutes (Fraunhofer, IMEC, LETI...)
- High census of PhD's in process development & design
- High level of R&D efforts from IDM's and equipment/materials sector
- Significant funding support from National & EU Authorities

Clustering

 Regional Excellence Centers in R&D, Design & Manufacturing with proximity of Suppliers and Application Centers

Market

- European leadership in strategic markets where IC's are providing innovation (Medical, Power, Automotive, Environment ect)
- European Leadership in the Equipment, Materials and Design areas.

Human Resources

- Undisputed technical expertise, stability & engagement



SEMI White Paper

Release October 2008, available on www.semi.org/europewhitepaper



SEMI* WHITE PAPER

6 Recommendations to the European Union and National Governments to Increase Europe's Microelectronic Industry Competitiveness



SEMI White Paper

www.semi.org/europewhitepaper



6 Recommendations to the European Union and National Governments to Increase Europe's Microelectronic Industry Competitiveness

- 1. Develop a European Vision for the Industry
- 2. Increase Funding for R&D and Manufacturing
- 3. Promote the Microelectronics Supply Chain
- 4. Cultivate Education and Welcome Talent
- 5. Protect and Enforce Intellectual Property
- 6. Involve SEMI Europe in New EHS Legislation



European Commission Key Enabling Technologies



http://ec.europa.eu/enterprise/sectors/ict/key_technologies

- High Level Group established July 2010
- Interim report completed Feb 2011
- Final report scheduled for July 2011







Theme supported by many stakeholders! 24 May 2011 - www.semi.org/BrusselsForum





COUNCIL OF EUROPEAN EMPLOYERS OF THE METAL, ENGINEERING AND TECHNOLOGY-BASED INDUSTRIES

European Society for Engineering Education Europäische Gesellschaft für Ingenieur Ausbildung Société Européenne pour la Formation des Ingénieurs



Materials innovation









Summary

- A critical issue
- Concern of dependency
- Affects entire supply chain
- A European issue, question of regional security!
- Opportunity to cooperate
- SEMI looking forward to continue the dialogue









Specialised and Advanced Parts Procurement Services

EUROPEAN SPACE COMPONENTS CONFERENCE 17th March ESA, ESTEC, Noordwijk, The Netherlands



TOPICS

EEE Components for Space

- ✤ Challenges

Parts Procurement Concept.

Specialized & Advanced Parts Procurement



TOPICS

EEE Components for Space

- ≁ The market
- ✤ Background
- ✤ Challenges

Parts Procurement Concept.

Specialized and Advanced Parts Procurement



GLOBAL MARKET



Small Geo. Courtesy: ESA

Use of standard industry practices are being imposed.

Recurrent equipment and projects.

New challenges and needs define a new and specialised approach. Driven by competition, pressure on prices reaches all links in the supply chain.

Customer demand push up on performance requirements.



ATV. Courtesy: ESA



HTV. Courtesy JAXA/NASA



Operators and scientific community are requiring higher performance systems.

Global market demands more services with lower prices while keeping or increasing overall reliability figures.

The use of state of the art technologies is needed.

In the past most of the EEE parts for Space were specifically produced with specific processes. It is not the case currently!

Space market is not a significant player in the global demand for EEE components.



NDIA Paper, Lloyd Condra, Convenor, IECQ-CMC Avionics Working Group. Year 2000 data.

CHALLENGES – TO OVERCOME
 Product availability of high
 Individual to be coming on issue

reliability parts is becoming an issue in space projects since.

Market requires shorter lead times.

✤ Space level products storage is not always economically feasible.

Export regulations prevent generation of strategic stocks.
State of the art technologies and functions are not qualified for space on time.

New projects separated from classical approach are demanding low cost practices.









CHALLENGES – TECHNOLOGIES

CMOS Technology Roadmap



Mass market demands impose continuous improvement in performance and cost.

Technology evolution and short life time cycles prevent long space evaluation and qualification flows.

Newer technologies may exhibit new failures mechanisms.

Some important families of products are not manufactured following space rules but are needed.

- **Optoelectronics**
- / MEMS
- ≁ Nanotechnology



CHALLENGES – MANUFACTURERS



➡ EEE Parts manufacturers must be involved in space needs.

Investment on new parts and technologies are needed.

Growing opportunities in partnership with enhanced relationships.

Approaching space needs from a global point of view.

Proper communication channels must be established. Required for new technologies, not available at space level yet.

The use of COTS parts has inherent risks due to lack of experience and new concerns (RoHS, counterfeit, etc.).

CHALLENGES – COTS

A key factor is the identification of reliability concerns based on space environment and needs.

Deep technological knowledge and manufacturer involvement is required to evaluate the risk.



TER

ENHANCES THE NEEDS OF A SPECIFIC APPROACH AND EXPERIENCE CUMMULATION



CHALLENGES – RoHS







- Mass production tries to adapt the most used approach avoiding singularities.
- RoHS provides a common playground for commercial productions but damages space needs.
- Not only COTS are concerned about RoHS.
- RoHS is not only tin whiskers.
 Long terms storage conditions for new terminations.
 - Modification of PCB population and manufacturing process.
- Assessment of different mitigation techniques are required.
 Conformal coating.
 Annealing.
 Others.



CHALLENGIES – COUNTERFEIT

The use of non qualified and specialized procurement channels may lead to increase the problems derived from counterfeits

Counterfeit problems are well known at industrial levels and increasingly affecting high reliability markets.

Proactive approach and detection techniques can save enormous amounts of time and money.









OTHER CHALLENGES

 Space industry must respond to concerns not previously addressed.

Risk management tools and proactive problem anticipation techniques are mandatory.

 Active monitoring and obsolescence mitigation techniques, allowing re-use of cumulated data are required.

The use of specialised channels provides a dedicated approach tailored for space needs.





Space environment presents unique concerns not addressed by mass market industry.

- ▲ Lead time. Definition of schedule critical item (SCI).
- A Lot validation failure. What happens if a SCI fails during lot validation?
- A Radiation performance. Can we wait until complete characterization?
- A Export restrictions. Jurisdiction modification during procurement.
- Production shortages. Can we anticipate problems?
- A Inability to meet project quality requirements. Which are my alternatives?

EEE parts are in the critical path of the satellite manufacturing.

Failures on a simple component can lead to lose the complete mission.



TOPICS

EEE Components for Space

- 1 The market
- ✤ Background
- A Challenges

Parts Procurement Concept.

Specialized and Advanced Parts Procurement



PARTS PROCUREMENT



EEE parts are the foundations of a satellite.

Parts Engineering and Testing is providing the right tools to the proper selection and subsequent use of EEE parts.

Parts procurement and testing companies / organizations are giving solutions to the problems derived from the new industrial environment.

EEE Parts product assurance, requirements understanding and specific services are key factors in the project success.


PARTS PROCUREMENT

PROCUREMENT AS A COMPLETE CYCLE ACTIVITY

Parts Engineering Parts and suppliers identification, definition and selection. obsolescence



DCL complete analysis Specific project analysis Identification of most appropriate scheme

PO Placement Logistics and Follow-up ITAR Management



Selection of procurement scheme Active manufacturing monitoring Export licence control



Procurement

Incoming Inspection Testing implementation DPA, RVT, SEE, Screening, etc



Preparation of testing plans and documentation Complete characterization and verification Lot validation (RVT, LVT, specific testing)

Logistics

Parts delivery Non conformance Management Kitting, storage, relifing,



Long term storage Active mitigation management Specific logistic flow TECHNOLOGY GROUP

PRODUCT SELECTION

- Proper product selection requires access to key information and continuous monitoring.
- Integration of experience from other market segments.
- Appropriate reporting systems allows a right decision taking process.

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Alter EEE Parts Catalogue

- Detailed controls and risk mitigation analysis and plans must include actions for.
 - ✤ Obsolescence
 - ▲ Alerts monitoring
 - ✤ Export control needs
 - 1 Long lead and critical schedule items
 - Manufacturers and products evaluation
 - ✤ Counterfeit detection



PRODUCT SELECTION

	TECNO						Qualification Status	Application	Mechanical Data	Fi				ALS	OBS	5 -	PPI	1	RA
David Nuñez « Di Add to Favourites	Reports Centre G	Component Number	Manufacturer	Part Type	Specification	Quality	Qualified Part	Rad. Level	Package	Finish	Capacity	Organization	Access Time	AL	RISK OB	S LTB	PPL F E P1	PPL E P2	RA
Families			۵ 🗢	00	80	00	80	80	80	80	60	00	80						
Capacitors	/ /	5962H9861501VXC	BAE Systems	LM1M8C3VRH-V30X	5962-98615	QML V	Y	1000Krad(Si)	FP-40	Gold Plate	154	128K x 8	30ns						
Cystals Otomotes		5962H9861502VXC	BAE Systems	LM1M8C3VRH-V35X	5962-98615	QMLV	Y	1000Krad(Si)	FP-40	Gold Plate	1M	128K x 8	35ns						1.
- Citters		5962R0250101VXC	Atmel	SMDJ-65609EV-40SR	5962-02501	QMLV	Y	100Krad(Si)	FP-32	Gold Plate	1M	128K x 8	40ns				1		
Cheaters	at	930104702	Atmel	DJ-65608EV-45	9301/047	ESCC	N	Not Available	FP-32		1M	128K x 8	45ns						
Microarsulta		930104704	Atmel	DJ-65608EV-30	9301/047	ESCC	N	Not Available	FP-32		154	128K x 8	30ns				1		
Areasistons Areasist		HLX6228TSF	Honeywell	HLX6228TSF	HLX6228 HON DS	AN SEQ	N	300Krad(Si)	FP-32	Not Available	1M	128K x 8	32ns						
Cheloches Thermistors		HLX6228TSH	Honeywell	HLX6228TSH	HLX8228 HON DS	JAN SEQ	N	1000Krad(Si)	FP-32	Not Available	= 1M	128K x 8	32ns		i and				
Transformans		HLX6228TSN	Honeywell	HLX6228TSN	HLX8228 HON DS	JANSEQ	N	No Guaranteed	FP-32	Not Available	. 1M	128K x 8	32ns		-				
<u> </u>		HLX6228TSR	Honeywell	HLX6228TSR	HLX8228 HON DS	JAN S.EQ	N	100Krad(Si)	FP-32	Not Available	e 1M	128K x 8	32ns		í lite				
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NON SPACE LEVEL PARTS





SPECIFIC SCREENING

- Parts neither designed nor manufactured to consider space environments.
- Specific knowledge on the space environment and characteristics are required in order to generate proper testing scheme and results validation.
- Radiation characterization versus radiation testing.
- Specific analysis per component, radiation effects and application.
- Accelerated testing is a valid tool to obtain confidence.
- Many factors involved in the analysis of the results.
- Not skilled analysis may lead to inconclusive results.

ELDRS – Results for a COTS Low Voltage (1.24V) Adjustable Precision Shunt Regulator





Die Surface



Failure Site







SPECIFIC SOLUTIONS

	SOLUTION									
PROBLEM	COTS (Evaluation + Upscreening)	ECI programme	ASICS development	OTHER						
Availability of Space Qualified Parts is reduced and decreasing	х	х	X*							
ITAR/ European dependence	Х	Х	X*							
OBSOLESCENCE/ Technology life-cycle	Х	Х	X*	Obsolescence management programmes						
COMPETENCE •Power reduction needs •Mass reduction needs •Performance increase needs.	Х	Х	XX*							
* Depending on the function										
Mixed signal ASICs can be an alternative solution to procurement issues.										



TOPICS

EEE Components for Space

- *↑* The market
- ✤ Background
- A Challenges

Parts Procurement Concept.

Specialized and Advanced Parts Procurement



To face these challenges, procurement will move towards to:

- + technical approach (deeper knowledge on parts)
 - topics to control (life cycles, technology changes, terminations)
 - integrated (design, engineering, logistics, manufacturing)

SPECIALISATION



Different approach based on organization type and project.







SPECIALIZED APPROACH

CoPPA concept is evolved to a specialized approach.

Classical advantages are kept while increasing the level of service and support to new activities.





SPECIALIZED APPROACH



Simplification of supply chain increases visibility of space level manufacturers.

Extensive use of specialised channels provides more efficient bi-directional information flow, ensuring the right feedback is provided.

 Orientation on global market demands helps to focus developments allowing required return on investments and coverage of key functions.



SPECIALIZED APPROACH

Each actor is focused in their core activity.

Results are optimized combining resources and common needs (i.e. advanced testing requirements).

Knowledge accumulation accessible to all actors.

Parts procurement organizations (PPO) are the evolution towards a specialized approach.



RESOURCES OPTIMIZATION



THANK YOU FOR YOUR ATTENTION

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