Bone Pile Minimization

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Abstract

Our project at Solectron is associated with one particular line assembly for their Cisco customer, the Optical Transport Business Unit (OTBU). The OTBU line has three families of servers, each server having multiple boards. Boards among the families vary in terms of components, size and functionality.

Currently the manufacturing line has a relatively high rejection rate. Boards that do not get debugged the same day are placed in a "bone pile". Bone Pile is internal company terminology used to identify products that have failed final testing and need further debugging. Debugging and rectifying the errors to meet the product specifications occurs at a further date and time, having no affect on the actual productivity of the line. The bone pile is increasing at an alarming rate. Numbers indicate that approximately $6 million is tied up as inventory in the bone pile. This is a tremendous cost that can not be captured as revenue or profits, which is however written of as lost productivity until resolved.