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# Setup time efficiencies of quick die change system in metal stamping process

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**Abstract.** The rapid developing of technology today has forced manufacturing companies to widely expands their business and production abilities. Efficiencies in all aspects must be taken to maximized production capacity and reduce waste to survive. Lean's SMED technique is one of waste reduction method that usually used in manufacturing companies and specifically called the Quick Die Change (QDC) for metal stamping companies. But some research related to QDC only discuss the setup tools and operator movement during setup and process. This research observed the setup process of the die construction that has been modified to be able to reduce the setup time and other time wasted activities. This QDC die construction could save setup time by 60% compared to conventional die and could do more if carefully planned. Research conducted in an automotive spare parts maker in Jakarta wider region that already use this QDC die in their production line.

## 1. Introduction

Many ways and methods are using to reducing the waste in the manufacturing process. One of the famous lean methods in metal stamping companies is the Single Minute Exchange of Die (SMED). SMED reduced waste by converting a rapid and efficient way from running the current product to running next product. The SMED has become a popular method due to increasing of product variability, reducing of product lifecycle and inventories [1].

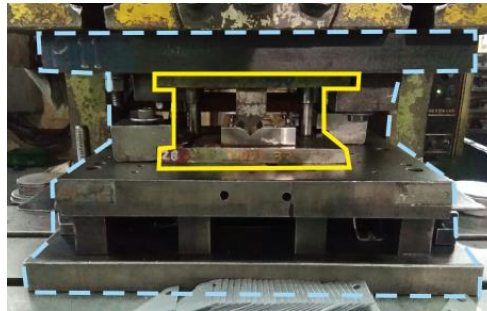
Today's trend is that customer requires a product that less similarity with other customers, this forced the company to provide a large diversity of products. This product's diversities require the company to be able to produce smaller production quantities that means also required frequent tool changes. Means the company must be able to reduce setup times and eliminate unnecessary operator's activities. This means that manufacturing companies must be able to have a strong focus on process innovation [2].

The focus on reducing no productive activities becoming a critical element in lean manufacturing. One of the SMED's improvements method is by eliminating the waste of activities during tooling set up by reducing the setup time to less than 10 minutes. It also helps to reduce the inventory problems as well [3]. In a metal stamping company, the term of Single Minute Exchange Die (SMED) called by Quick Die Change (QDC). Despite the huge advantages of QDCS to gain more efficiencies, this system remains un touch and very less company use it. This paper is to find out why less company using this system and try to calculate and shows the QDCS advantages by observing and experimental activities.



## 2. The SMED of Metal Stamping Die.

The concept of QDC is to minimized operator's activities during internal setup by standardized the activities and work sequences. QDC often associated with the machine and die accessories to help reducing setup time such as hydraulic clamps, die roller, die cart, bolster extension, etc. Other is related to reducing the setup activities such as; clearing die area, changeover of dies, clamping, setting, etc. [4]. All of those tools and activities could reduce time wasted up to 75,9% and 50% of the workforce [5].



**Figure 1.** QDCS die construction



**Figure 2.** Conventional die construction

## 3. The Concept of Quick Die Change System

The SMED method was invented by Shigeo Shingo comes from the inefficient process occurred in Mazda production plant in late 1950. The invented method increased the production capacity by 40%. [6]. The SMED method is based on theory and years of practical experimentation by Shigeo and can be applied in any factory to any machine. In 2002 Fumio Yamaguchi had developed and shared for Philippines stamping industries a new SMED tools called Quick Die Change System (QDCS).

QDCS is the development of die's construction and design to gain further efforts of reducing waste in all aspects. Even though This QDCS could reduce manufacturing costs, setup time and also storage area, this system rarely discussed and implemented in stamping company. During research and interview with several stamping companies in Jakarta region, only two company familiar with this tool and one company implements QDCS. The QDCS concept is to breakdown a conventional die into two main assemblies, the housing unit (QDCH) and the die unit (QDCD) [7]. This QDCD construction could reduce manufacturing costs, setup time and also a storage area.

## 4. Research Methods

This research using direct observation and interview data gathering methods. Focused group discussion (FGD) conducted with the Managerial level and operational floor level to gain more

information regarding the utilization and disadvantages of QDCS in the company. An experiment conducted in the production area of PT. SPI by filming dan counting activities time of setup process of conventional and QDCS. The activities were observed while operators in charge.

## **5. Focused Group Discussion**

### *5.1 Aim of FGD*

FGD held for two focus groups in August 2018 involving the employee of PT. Sanwa Presswork Indonesia represented the company that using QDC system in their production line. The Participants came from all High managerial level, mid level, and shop floor level. The discussion was designed to gather information from the students regarding the following outcomes:

1. To understand how effective QDC system in production activities.
2. To understand the cost efficiency affected by QDC system.
3. To understand the operator's satisfaction as a user of QDC system.

### *5.2 Participant*

1. Head of Departments: Manager of Quality Control, Engineering, Production, Production Planing Control (PPC) and Operational Director (5 persons).
2. Production personel : Supervisor, leader, 2 operator (4 persons).

### *5.3 Perspectives*

1. HoD Perspectives :
  - a. How does the performance of this QDC system
  - b. Is it difficult to manufacture
  - c. How does the manufacturing cost of this QDC
  - d. Does it difficult to handle/ require large spaces
  - e. Any new supporting machine/vehicle system needs for this QDC
  - f. How does it be production result
2. Production personel Perspectives :
  - a. Is it difficult to install
  - b. Does it need large storages
  - c. Does it need forklift or hand lifter during installation
  - d. Does it produce a good product
  - e. How does the performance of this QDC system
  - f. Does this QDC help to make production faster

### *5.4 Findings*

1. HoD Outcomes :
  - a. The performance of this QDC system is good.
  - b. Design, manufacturing and manintenance proces is easy dan save a lot of time.
  - c. The manufacturing cost of this QDC is very cheap, could be 25%-50% lower depends on difficulties.
  - d. Very less storage and spaces required.
  - e. In general, QDC can be carried by hand, but sometimes operators use hand lifter device to carry it 2 or 4 units at once.
  - f. The result Ok, no different than the conventional die
2. Production personel Outcomes :
  - a. It so easy to install, if the accessories complete and new it even faster.
  - b. Only use small rack behind the machine no need to waste time by a long walk.
  - c. Just carry by hand.
  - d. Same quality as conventional die

- e. Even QDC can help a lot but overall performance not so significant.
- f. In single product production it is faster, but not for overall production schedule.

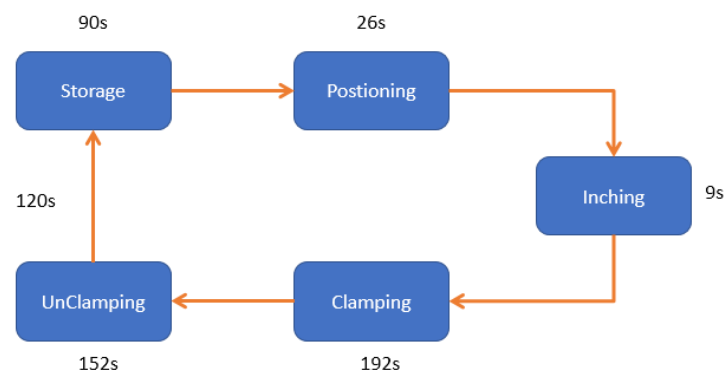
## 6. The Setup Time Analysis

The QDCS could decrease set up time due to the small and lightweight of the Die Unit (QDCD) construction. The QDCD can be carried by hand by one person easily and quickly. This reduced waiting time of lifting devices that may be in use at the same time by another die. The small size of QDCD and the integration system with the Housing Unit (QDCH) also reduced the setup time.

The observation conducted by comparing the setup time of conventional die and QDCD from picking up die, setup and dismantling of the booth of die unit. Six steps of setup sequences were observing from Conventional Die to QDCD.

### 6.1 Conventional Die Setup Time

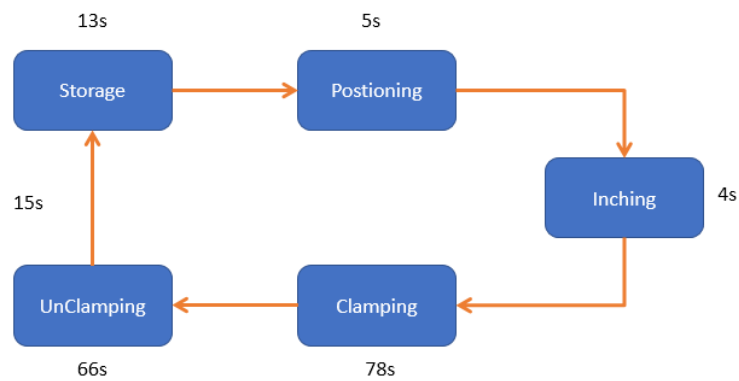
The first step is to pick up the die from storage. Because of big and heavy construction of conventional die, lifting equipment is required. The storage position is in the next room with a distance about 10 Meters from the machine. This activity takes about 1,5 minutes. The die then positioned manually above the table to be exact in the center of the machine for about 26 seconds. Setting of machine stroke height for about 9 seconds. Clamping of conventional die takes about 3,2 minutes before start producing the parts. After production dies unclamped for about 2,5 minutes and put back to the storage area for about 2 minutes. All of this setup process takes about 10 minutes for the conventional die.



**Figure 3.** Setup process sequence and time for conventional die

### 6.2 QDCS Setup Time

The storage position of QDCD is in the same room with a distance about 1 Meter from the machine. The QDCD is light so can be carry by hand that only takes 13 seconds. The QDCD then positioned inside of QDCH without many adjusting efforts because QDCH already provides with rail guide and centering stopper. This activity is done in 5 seconds. Setting of machine stroke height for about 4 seconds. Clamping of die takes about 1,3 minutes before start producing the parts. After production dies unclamped for about 1 minute and put back to storage area just for 15 seconds. All of this setup process takes about 3 minutes.



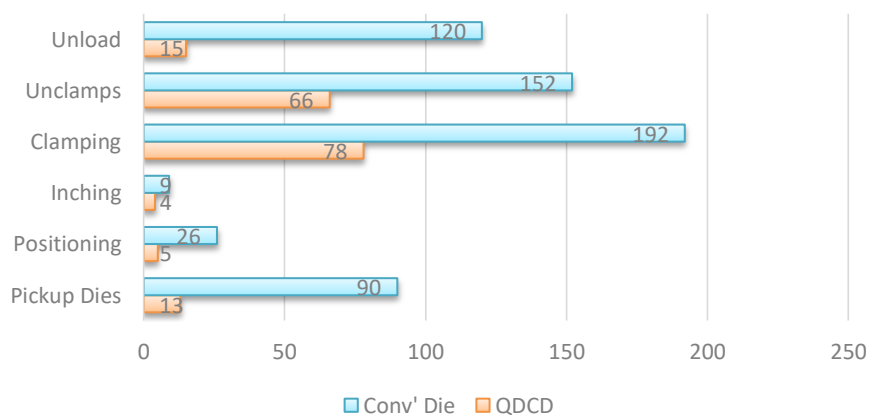
**Figure 4.** Setup process sequence and time for QDCD

### 6.3 Setup Time Comparison

The sequence and setup time then compared as the table below.

**Table 1.** Setup time comparison

Activities	QDCD (s)	Conventional Die (s)
Pickup dies	13	90
positioning	5	26
Inching	4	9
Clamping	78	192
Unclamps	66	152
Unload dies	15	120
Total Time	181	589
	3 Minutes	9,8 Minutes

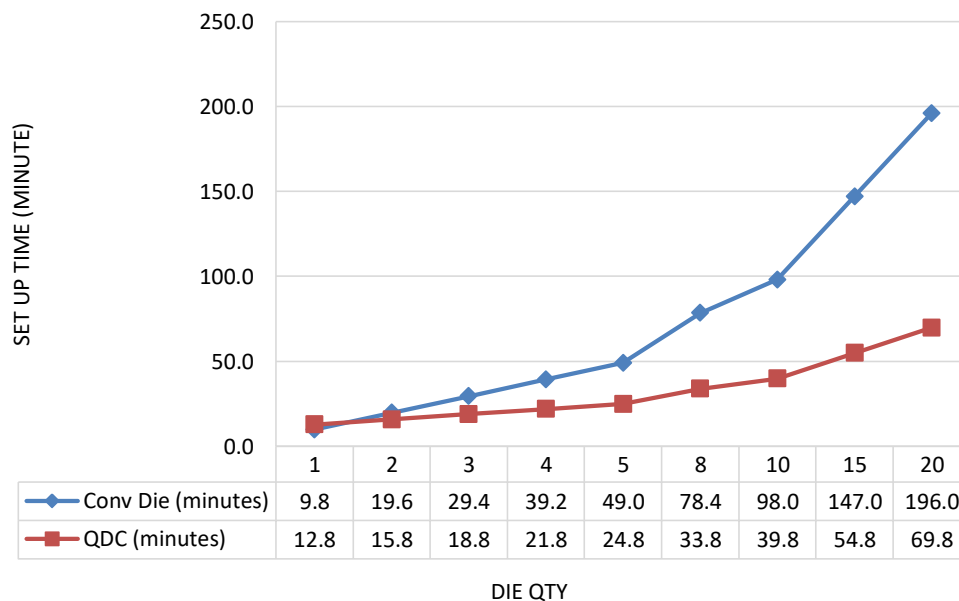


**Figure 5.** Setup time comparison

From observation data, the QDCS could reduce setup time by 69% compared to the setup time of the conventional die. But the requirement of QDCH when using the QDCS also becoming a weak point of the QDCS. The table below presented the setup time of QDCS and Conventional Die when operating in some quantity. Setup time for installing Housing Die is assumed to be the same as the conventional die.

**Table 2.** Efficiency percentages in setup time

Number of Die to be Installed Sequentially	Conv' Die (s)	QDCS (s)	Efficiency Percentages QDCS to Conv' Die
1	9,8	12,8	-30,61%
2	19,6	15,8	19,39%
3	29,4	18,8	36,05%
4	39,2	21,8	44,39%
5	49,0	24,8	49,39%
8	78,4	33,8	56,89%
10	98,0	39,8	59,39%
15	147,0	54,8	62,72%
20	196,0	69,8	64,39%



**Figure 6.** Efficiency percentages in setup time of sequential process.

Data above shown the gaps that getting bigger as the quantity of die to be set in sequentially process increased. If the single die is used, the efficiency of QDCS is lower than Conventional die, because QDC needs two components to be installed for the first time which is the Housing of Die and the QDCS itself. By the second QDCS, setup time decreased by almost 20% and almost 40% by the fourth QDCS.

It's rarely a company will produce up to 20 dies for a day, so if the production team could manage for 8 QDCS for a day in one machine, the time waste can be eliminated more than 56% than when the conventional die is used. By more using of QDCS in a sequential process, higher time efficiency gained. That means, to get the most efficiency of setup time, the production team must be able to plan

more sequential process dedicated to QDCS [8]. This system also the best choice for low production quantity that required several times of die changing in a day.

## 7. Analysis and Discussion

Slightly differences found in the perspective of Managerial dan Shop floor level in the performance of QDCS regarding the advantages of utility. The managerial level in the first group seems quite satisfied with the performance of QDCS where cost, time and storages can be safe without decrease of quality. Shop floor in the group to not satisfy with the performance and time save make by QDCS. They stated that many times lost for installation or setup process because of some serial continual need to switch from QDCS to manual, this causes many drawbacks. Other aspects, the opinion of these groups seems to be similar. Observation result show why the differences happen. For some part, sometime needs more than one process, a sometime 1<sup>st</sup> process using a conventional die and 2<sup>nd</sup> process using QDCS then the 3<sup>rd</sup> process back to conventional die. This case will drop efficiency by 30% (see Table 2). This happens because of miss understanding between engineering in determining the flow process. To have the better impact of efficiency effect the decision of manufacturing the QDC must be made and included since the early flow process design, so die designer may also decide whether to do design this system or not. In process planning stage the PPC team must decide the continual process that uses the QDCS system with a number of sequences QDCS to maximize the efficiency effort. To gain maximum efficiency, the company must pay more detail since the early stage of flow process design to production planning in the mass production stage to meet the efficiency mention above.

## 8. Conclusions

The QDCS does have good efficiency impact in reducing time waste in setup time. Depending on how much the exchange in the process, the QDCS decreased the setup time waste up to 60% of the setup die wasted on the conventional die. This efficiency can reach by optimization of setting up a good production planning sequences of die production, and also suitable for low production capacity with a high variant of products.

## Acknowledgments

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