

catersource® + THE SPECIAL EVENT®

Lean Catering: Seeing, Teaching and Eliminating the Nine Wastes of Catering!

February 13, 2024
Austin, TX

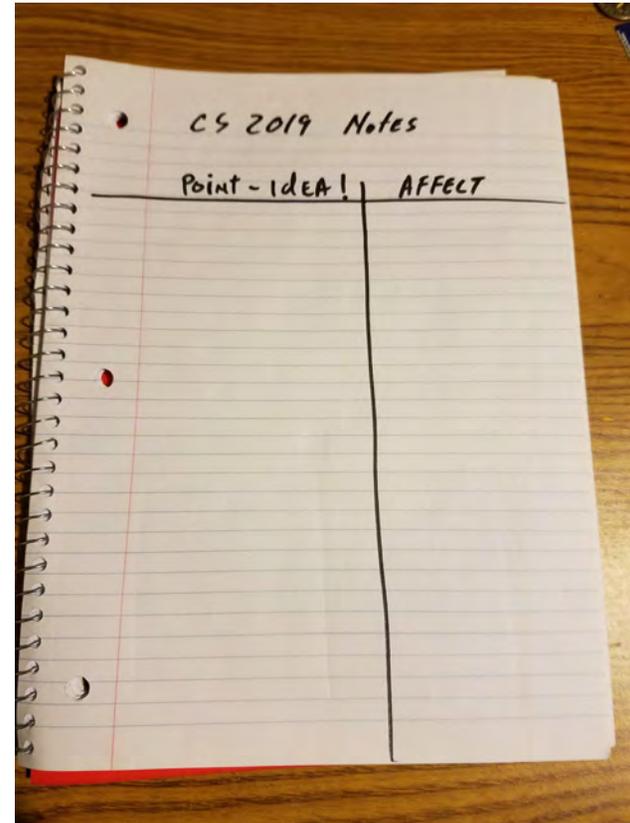
Roy Porter
Activities Director
Engage Works



House Keeping...



**Phones to Vibrate, Calls,
Step out...**



Note Taking Tip



Nevada Swimming

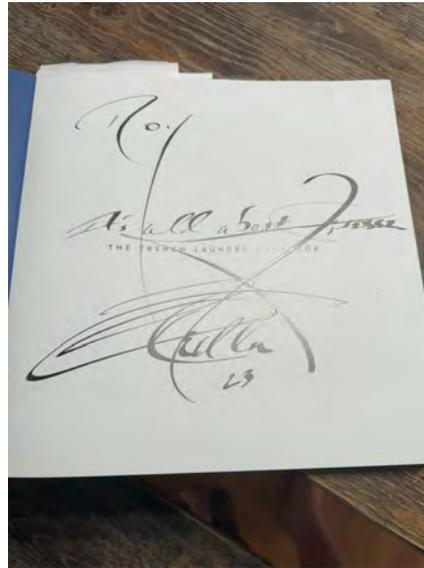
“Casey Neistat”



Amelia



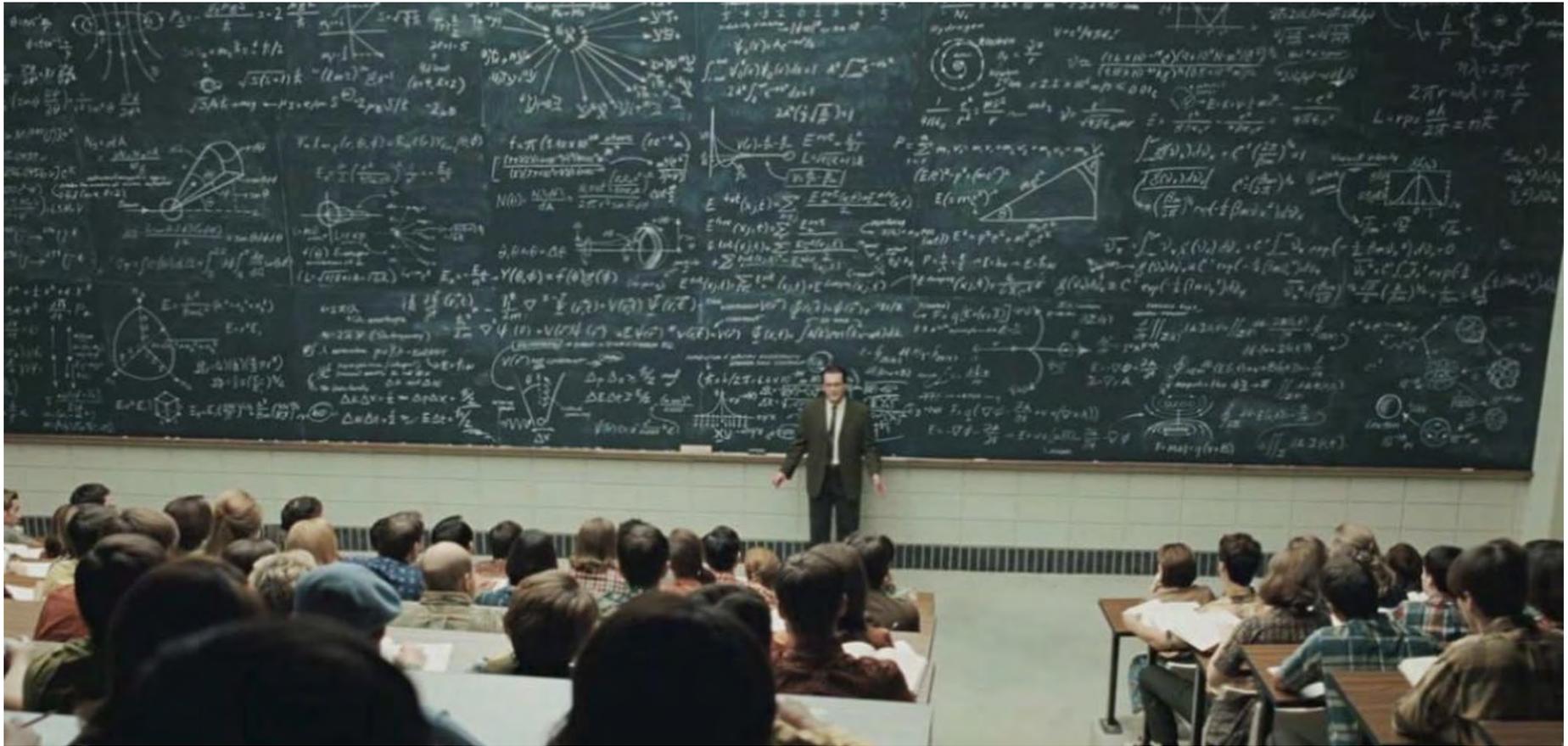
Chef Thomas Keller



"It's all about Finesse!"
-Chef Thomas Keller



Chef Ming Tsai



Relax, take notes, download the presentation... Ask questions at the end!

Email: [tablewizard1@gmail](mailto:tablewizard1@gmail.com)

Session Objectives



- 1. Identifying and Eliminating The Nine Wastes**
- 2. Fix What Bugs You!**
- 3. Focus on 1% improvements**

Bonus, tips to share with your staff

Gotchas...



Ignore “Industry Standard” Margins, %, & Ratio’s

Establish your own KPIs (Key Performance Indicators)
- Then Improve them!



Q: What is Value?



A: What the prospect – customer is willing to pay for!

“Clients can have anything they want –
so long as they are willing to pay for it!” — Roy’s Rule #3



Added - Elevated Value: Drop Off Condiment Caddy + Hand Wipes
(No Deli Cups or plastic wrapping or aluminum foil pans)

Modified



Success: Food Kept Hotter & Longer!

Source: Lavagel USA [Lava GEL \(lavagelusa.com\)](http://lavagelusa.com)



Data Logger: Record Temperature & Time



Explore and test options

Scientific Thinking: Trial and Error = Success!



Q: **What is Lean?**

Q: What is Lean?

A: Lean is **identifying** and **eliminating waste**
thru **incremental improvements!**

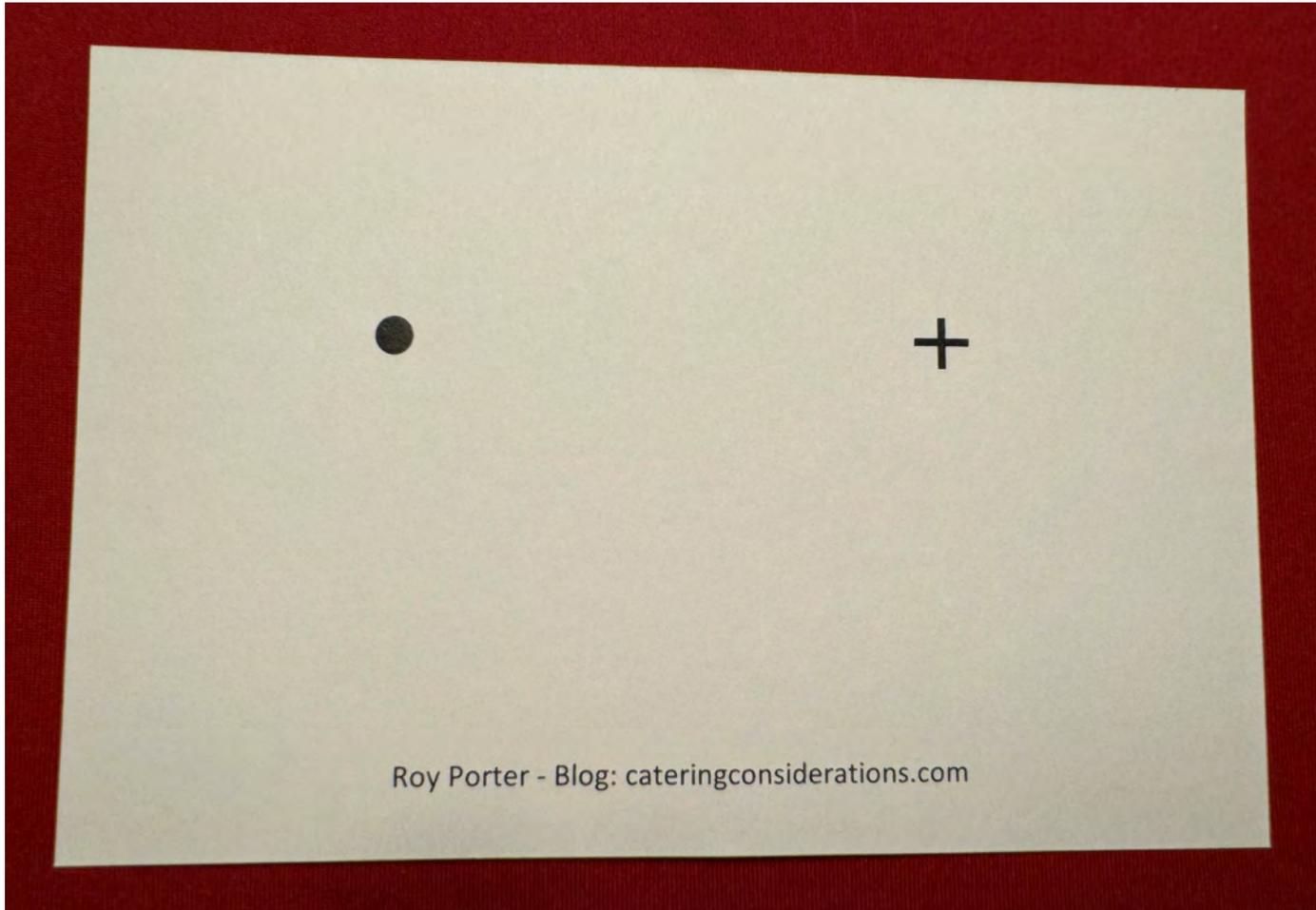
Not SOPs, Rules – It's a Strategy!

Lean Summarized

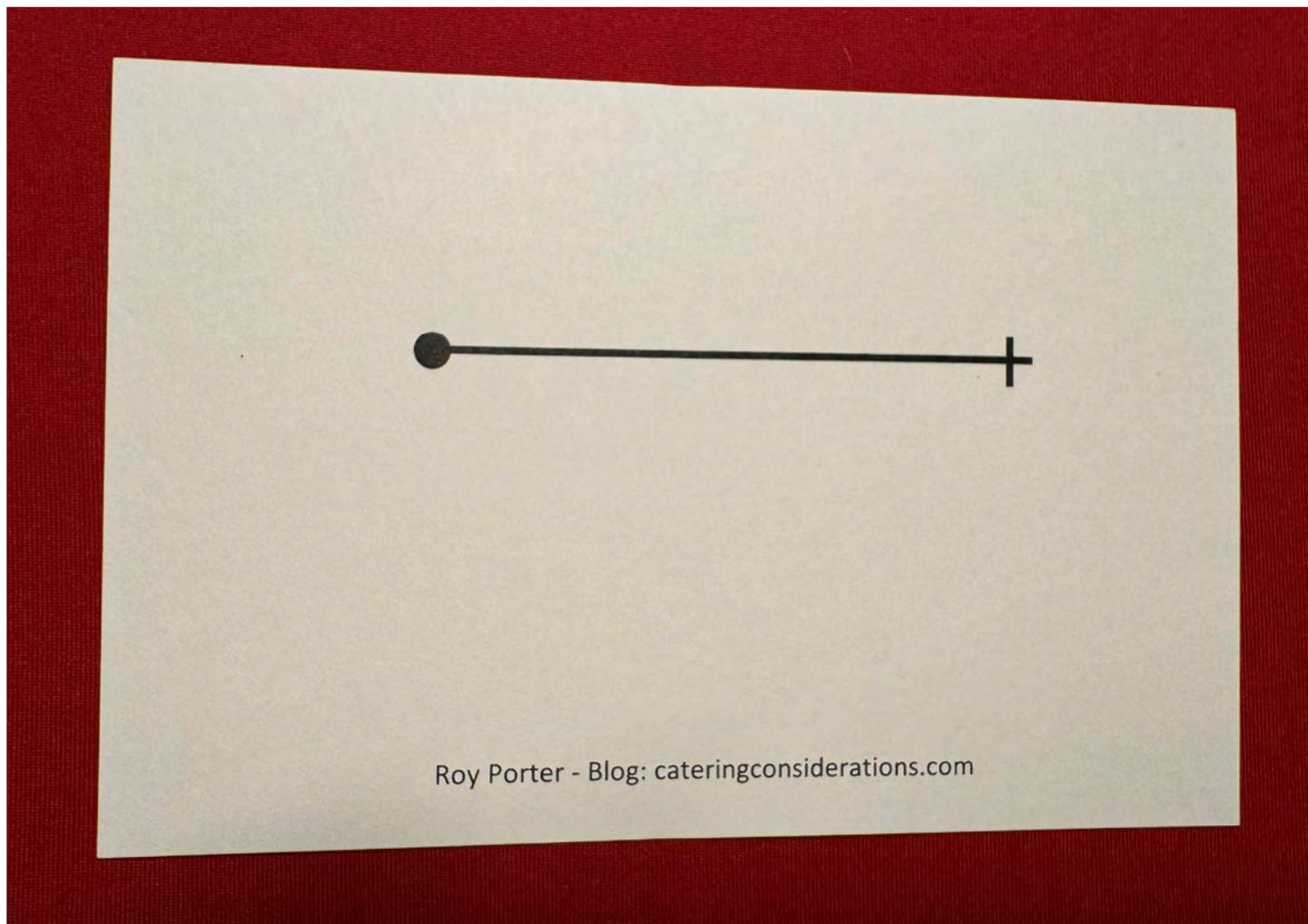
- 1. Add Value**
- 2. Eliminate Waste**
- 3. Transform (Develop) Your People**



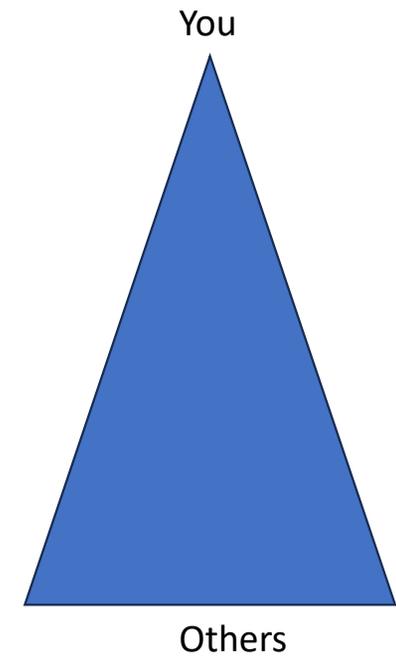
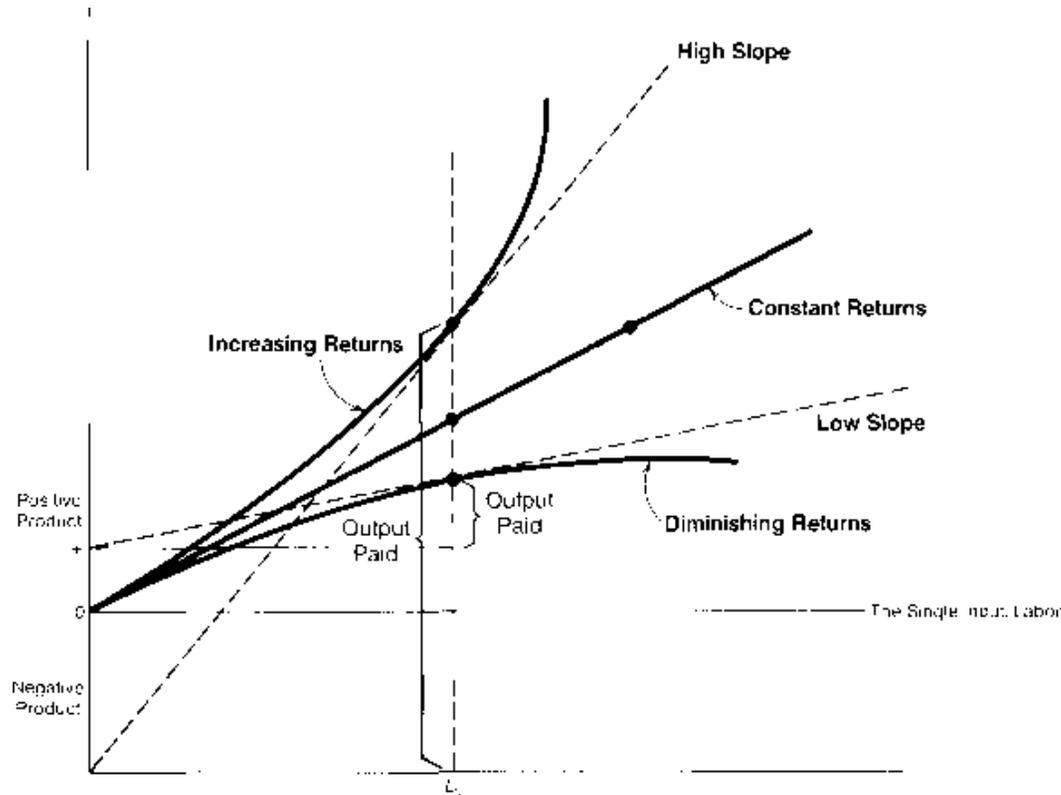
Learning To See The Nine Wastes



Teach Back Card Exercise 1



Teach Back Card Exercise 2



**“The value of our knowledge multiplies...
when we share what we know with others!”**

- Simon Sinek



Lean asserts there are three categories of waste:

- 1. Mura**, or unevenness: Waste due to **fluctuations** in demand.
- 2. Muri**, or overburden: Waste due to **trying to do too much** at once.
- 3. Muda**, or in-process waste: the traditional target of **“Process Improvement,”**
E.g. Having 5 steps in your process -- when only 2 are needed.

The Nine Wastes

“DOWNTIME + C”

D	Defects
O	Over Production
W	Waiting
N	Non-Utilized Talent
T	Transportation
I	Inventory
M	Motion
E	Extra Processing
+C	Communication

Nine Wastes of Catering Summary Sheet

The Nine Wastes of Catering	Go To The Gemba	Triggers
1. Defects, Defective, Drama	Manpower	Fix What Bugs You
2. Over Production	Materials	I/P Improvement Over Process
3. Waiting	Methods	2 Seconds, 2 Steps = \$2.00
4. Non Utilized Talent	Measurement	Kaizen Experiences
5. Transportation	Environment	Celebrate The Wins
6. Inventory	Safety	
7. Motion	Space - Work Area	Transform Your People
8. Extra (Over) Processing	Security	Improvement Starts With "I"
9. Communication	Energy	MEsponsibility / Ownership
	Standardized Work	
	Poka-Yoke	

D = Defects “AKA” Defective – Plus Drama



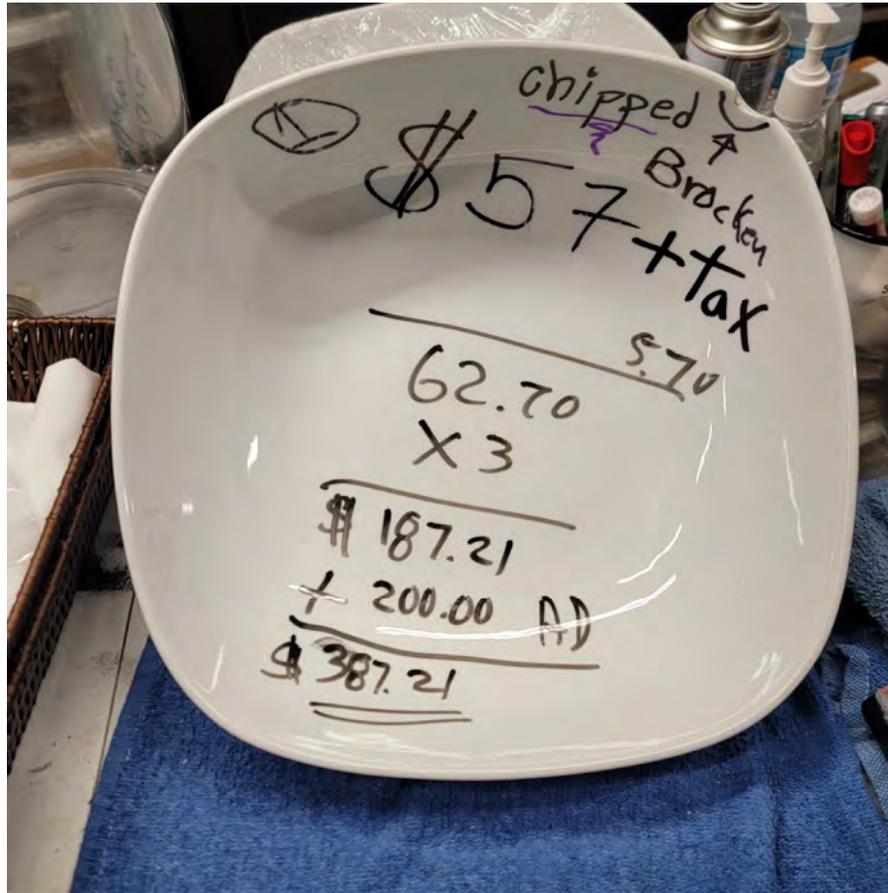
Canned Fuel fill levels

Options: 1, 2, 4, 6 Hours



Volume Inconsistent & Quality & Expiration

Scraps, Rework, Non conforming, Damaged



Chipped Bowls + Replacement Costs

Defective

\$7,000 to replace damaged wooden floor in a home



- Options - Solution:**
- Toss the Leaking Coolers
 - Smaller Coolers
 - Cooler on Wheels
 - Ice Caddies on Wheels
 - Educate & Train Staff

14 Coolers. Leaking... Ask “Why Leaking?”

Defective



Spotted Glassware. Why?



Water softener
Brine tank salt level...



Glass Polisher...



Damaged Food



Solution: Replace broken wheel and increase to 6" Dia.



Transit-Proofing Cabinet
with broken wheel

Dust cover for bearings



- Replace caster wheels.
- Increase to:
 - > 6" Dia. Wheel
 - > Roller Bearings
 - > Dust cover

O = Over Production



The 10% Extra!

- > Product Purchases,
- > Prep Labor, Storage,
- > Transportation,
- > What to do with extra, etc.



600+ Lbs. of extra Ice

O = Over Production



Complex Over Processing 20 Boards

O = Over Stocking



4 Bar positions. 48 Cans x 4 = 192 Cans of Coke; 100 Guests



8 Bars: All Over Stocked



Overstocking Bars



Left over: 30 Gallons of premix cocktails, fruit garnishes...



Multiple Wastes...

Motion



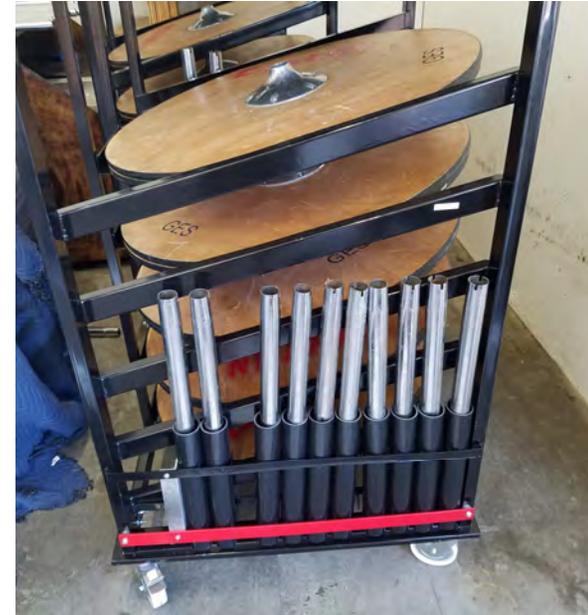
Cocktail Round Storage!



Specific Cart!



Fix What Bugs You!

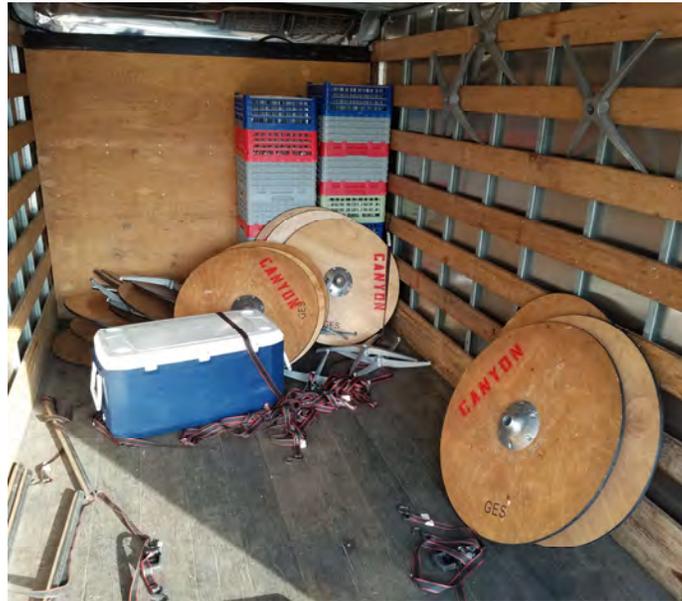


Improved!

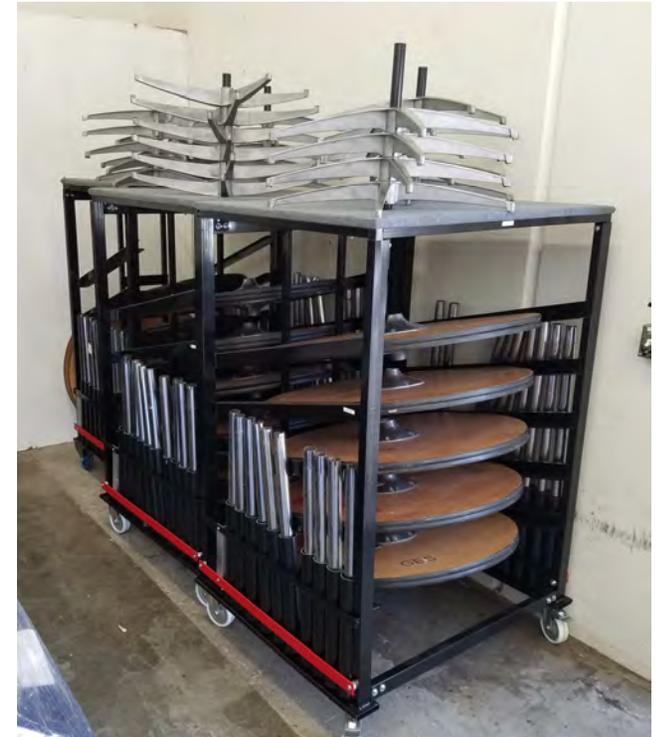
Sell 10 @ Discount



Before



Before



After

Transportation and storage of cocktail rounds

Motion Wasted

“2 Steps or 2 Seconds = \$2.00”

- Reaching
- Walking
- Lifting
- Stretching
- Bending
- Gathering necessary tools and supplies
- Complex assembly steps
- Moving equipment and supplies

Encourage A Stop Culture!

W = Waiting “AKA” Delays



$$100 \times \$35.00 = \mathbf{\$3,500} / \text{Hr.}$$

$$\$3,500 / 2 = \mathbf{\$1,750} - 30 \text{ Mins}$$

$$\$1,750 / 2 + \mathbf{\$875.00} - 15 \text{ mins}$$

Information, answers to questions, menu, other staff, equipment, assignments...

N = Non-Utilized Talent



"The greatest waste is the failure to use the abilities of people... to learn about their frustrations and the contributions they are eager to make." –W. Edwards Deming



"Ice" at CBK

Special Skill Sets and interest, lack of cross training, Supervision-Management Training

T = Transportation



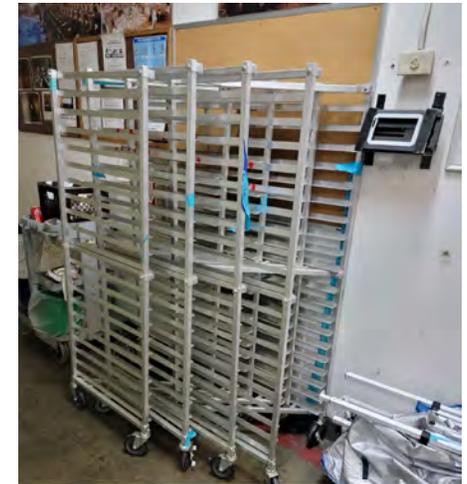
Delivery left outside



Go mobile: Pallet Jack

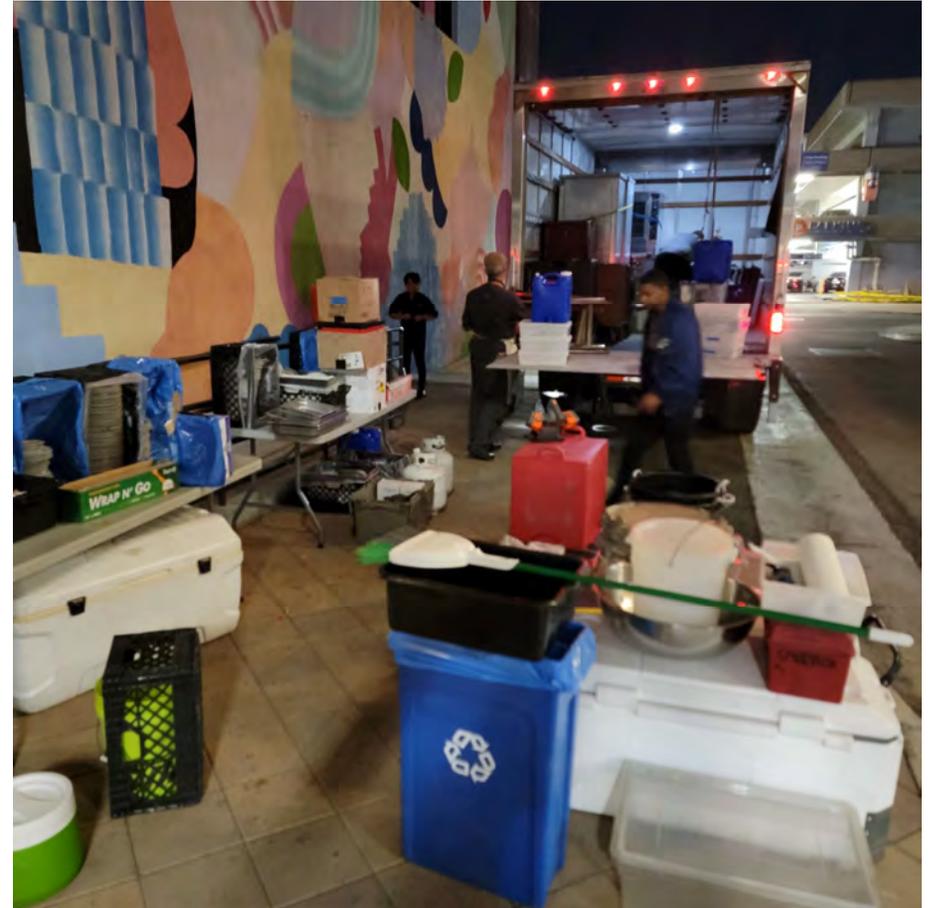


Stock not put away



"Z" Frame
Sheet Pan Racks

Motion and Transport



Unloading and Loading the Trucks



Q: How long and much money spent to unload the truck?



A: 21 Staff @ \$40.00/Hr. = \$840.00 +++

Motion and Transportation



Good



More is Better

Transit - Proofing Cabinets: Transporting food and materials to and from events.



Totes on Dolly



Totes on Hand Truck



Bottle Divider in Totes



Pallets and
Pallets Jacks

Motion and Transport

Trash Can Usage



Going Mobile:
Get everything on wheels!

I = Inventory

Deli Cups



Cases of Gloves



Tortillas... Employees took home more than sold.

Too much, not enough, location, expiration, rotation, ties up capital

Fix what bugs you...



Before



After

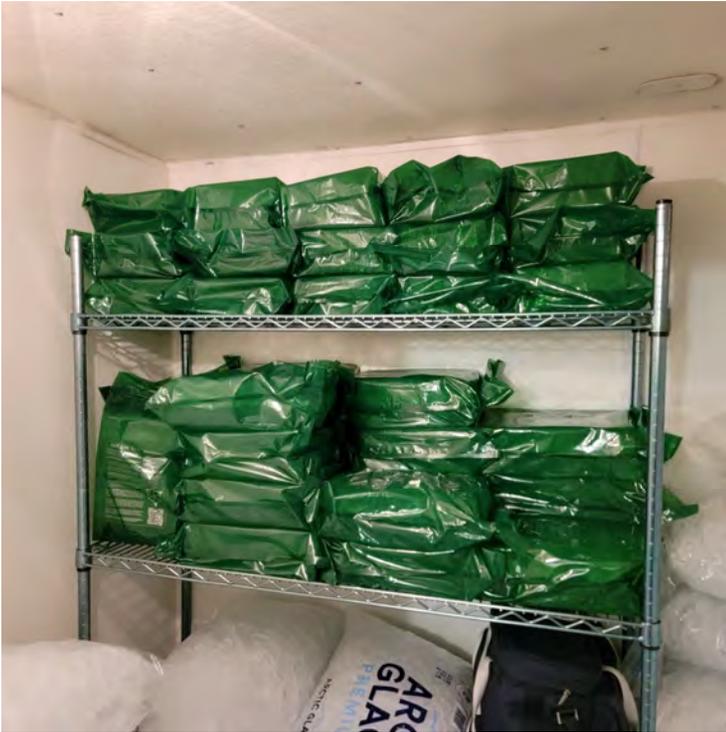


Have enough? Location in relation to use?



How to Improve?

I = Inventory



24 Cubes/Bag @ 2.00 Ea. Cube
\$48.00/Bag @ 120 Bags = \$5,760.00



21 Bags @ \$12.00 Ea. = \$252.00

Size Matters



Large Water Bottles on Events



Butane Canisters

Sent new can for each event



Placement: Correct Placement



Placement: Almost there...



Chaos: Size, Tape on tOps, Grain size

M = Motion

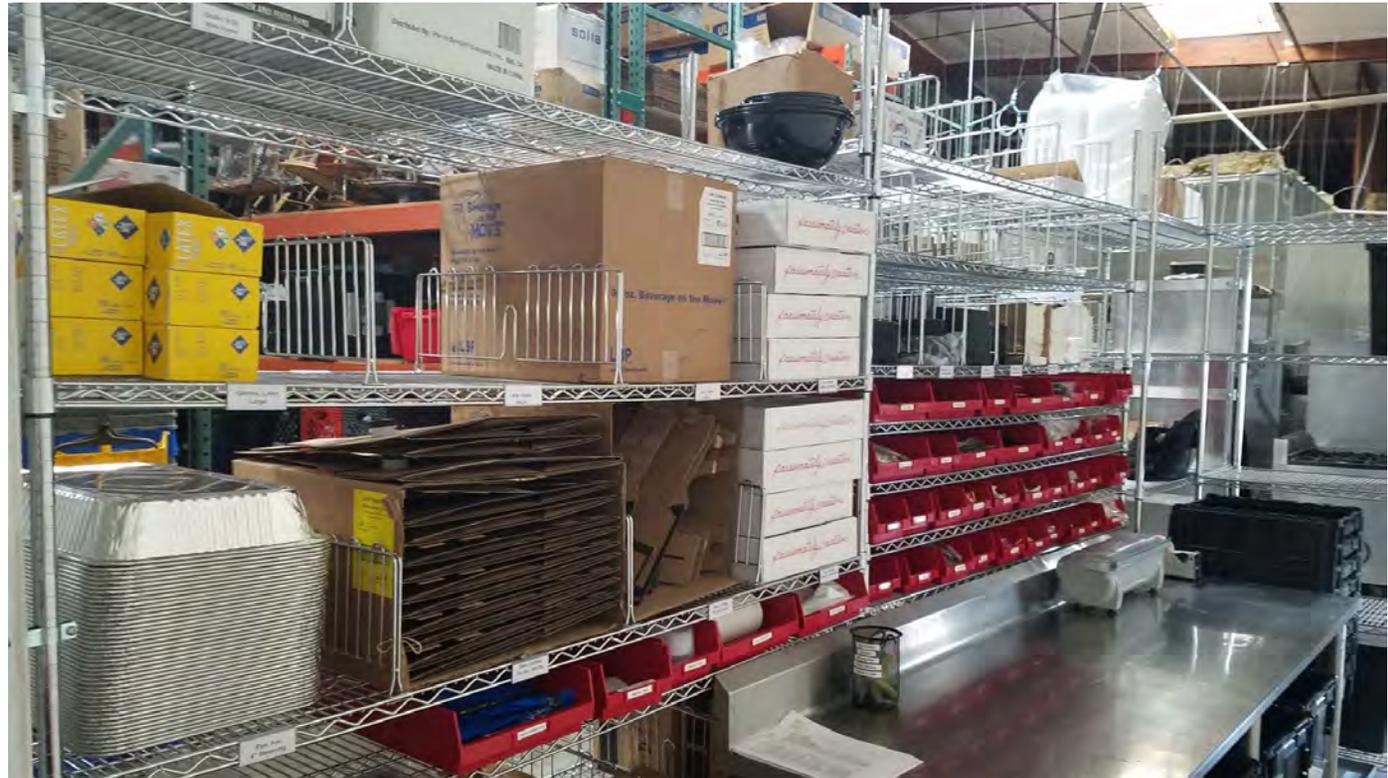
Before: Drop off packing table.
45 Mins average pack time per order.

Error rate was 12% = \$2,800/Mo. refunds



No Mise En Place

M = Motion



“U”
Shape



“L” Shape

Better

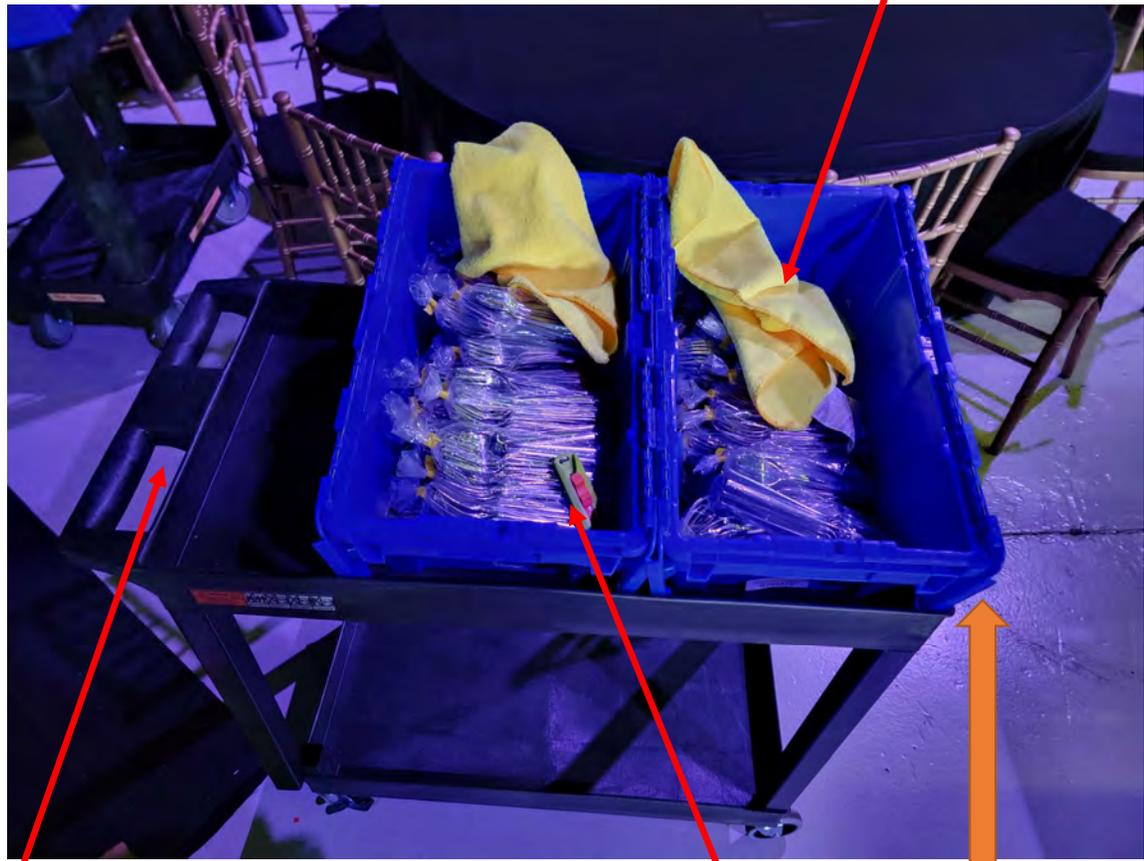
After: More Efficient Work Space

5 Mins average pack time

<.5 % errors

All with 6' reach

Motion - Transportation



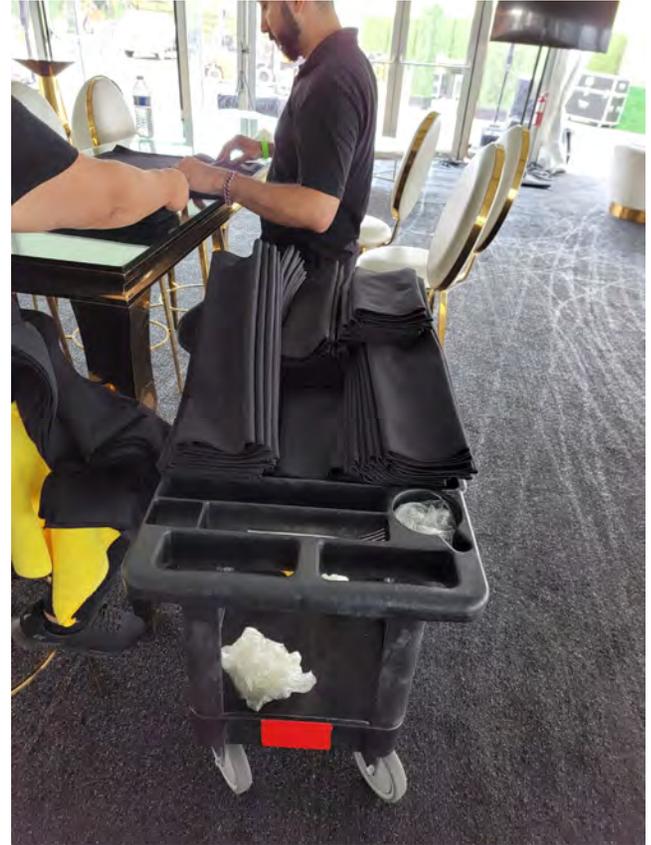
Polishing Cloth

Trash Bag

Cart: Setting Tables

Canary Box Cutter

Height: No bending over



Folded Napkins on Cart

6" Insert Pan Scallop Potatoes in 4" Steaming Pan



Not a good look, fit or experience...



How long does it take to set up a Chafing Dish?

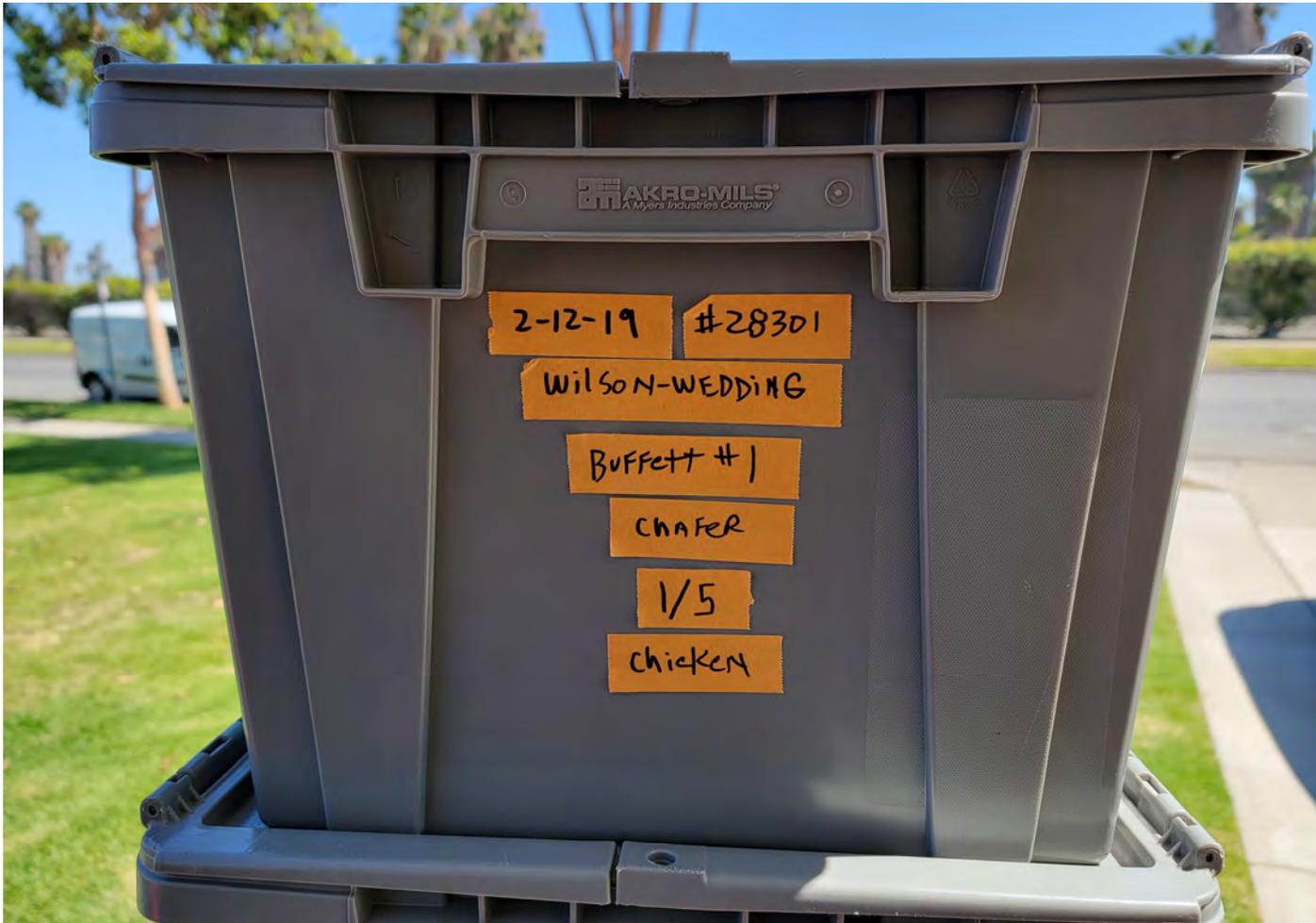
Chafer in the tote



Totes on Wheels.
One person moves
4+ chafers!



Going Mobile. Plus, labeled for location and usage.



Labeling Chafers For Events



What's in the tote? Plus what?



Chafer, Fuel, Tongs, & Water!

E = Extra Over Processing



“OHIO” = Only Handle It Once!



Delivered to wrong location

Extra Over Processing



Simple Over Processing

- **Fix What Bugs You!**

- **Flatware**

- No standard of how much film to use to wrap
 - Tape marks on wrapping station
 - Usage of plastic film is down
- Change packs of 25 to 10
 - There is waste of extra product and motion of moving it on the event site



Before: 25 in a bundle



Now: 10 in a bundle



Mark to save wrap

4 rolls in a month



Communication: “Which means...”



Avoid “NETMA Badges!”
(Nobody Ever Tells Me Anything)

Communication Issues...

- * Lack of... **not** enough; color, size, location, time, Etc.
- * Poor... Writing, font size and style, sentences, grammar...
- * Mis commutation... Clarity – Reverse Type – Color Coding
- * Nomenclature: Use Industry specific terms
- * Too much back ground
- * Not using a “Change Order” or “Notice of Change” 

DOS: ALT + 30

“Change Order: Date & Time”

Communication



What's in What Tote and Where!



Mobile Cart Standing Work Table



Table Number Stands Chaos



Course Name & Plate Orientation



What plate goes with what!

Corner Mirror

VVIP's



Sequence of Service

Reminders

Client Reps

Excellent Communication!

Communication



Good! What belongs where



Before



After!

Communication



Before: What size goes where?



After: Add a divider. Label each side.



Catering Production Prep Sheets (20 Events)

Interruptions...

- **Questions**

Specifics: Size, volume, color, dimensions, texture, time, location, Who

About

Clarification

Permission IE Keys to open doors, gloves, soda

Pro Tip: Keep a log. Why are you asking?
20 minutes to regain focus

What is this called?



Cambro?



Cambro?



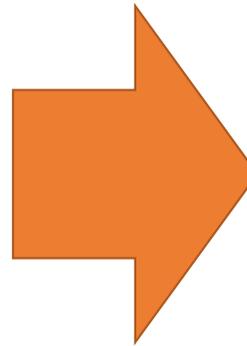
Cambro is a Company



Good Communication: Intended Use!

Pull data from software. Configure and print on removable 4" x 6" labels.

Faster, and more complete communication.



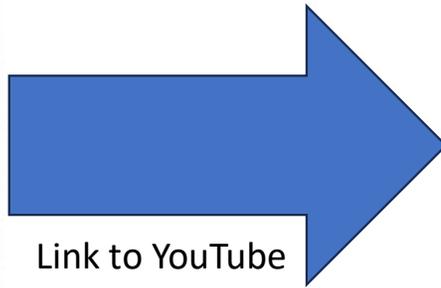
#	Label	Example
1	Event Date	02-20-23
2	Job Number	#12786
3	Client Name	Johnson
4	Event Occasion	Wedding
5	Delivery Location	Kitchen - Pass
6	Usage	Tray Passing
7	Contents (Free Style)	Trays
8	QR – Bar Code (Optional)	
9	Container Count	1/3

Packing Label Example – Automation is coming!

Use QR Codes for Training & SOP's



QR Code



Link to YouTube
Set up private
Channel



YouTube: SOPs & Training Videos

Standard Work

Recap: The Nine Wastes “DOWNTIME + C”

D	Defects	
O	Over Production	
W	Waiting	
N	Non-Utilized Talent	
T	Transportation	
I	Inventory	
M	Motion	
E	Extra Processing	
C	Communication	

Start here!



Post and Celebrate Your Wins!

Fix what bugs you!

Count: 30 Chairs
Status: Cleaned
Date: 1-28-19
Who: ?



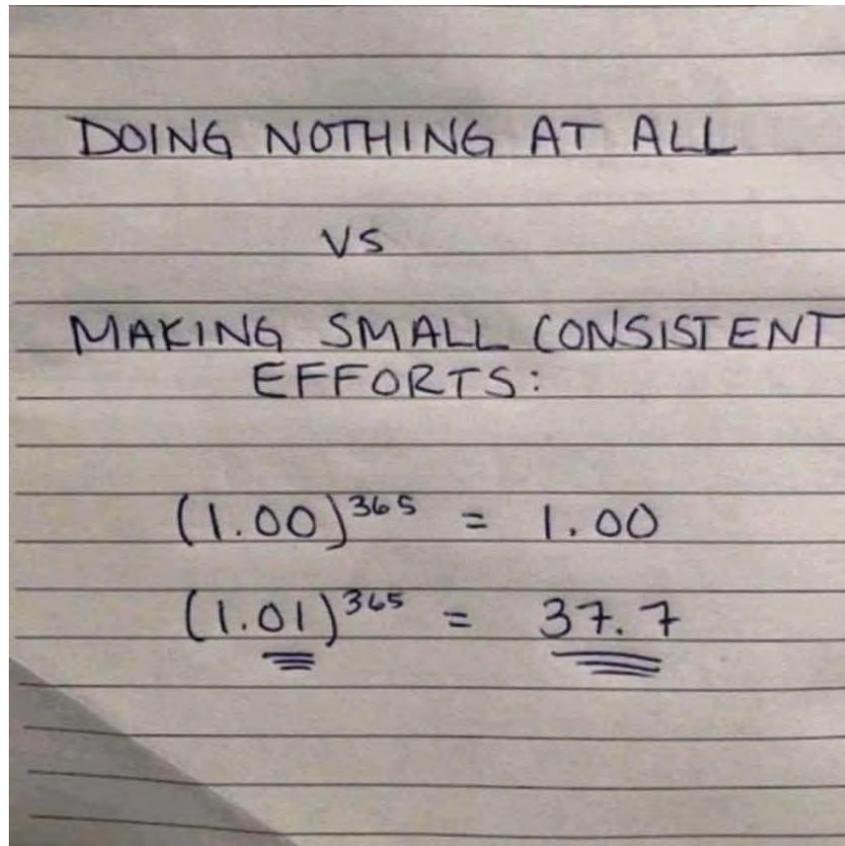
Fix Loose Carpet and "Mark" Bumper

Develop & Encourage a "Stop & Fix Culture!"



Fixing has a Compounding Affect!

1% Improvement Annualized...



37.7 % Annualized...

Ideas are like slippery fish

What?

What bugs you Issue?

Improvement?

Write down the issue or improvement idea

Fix it - Improvement Capture Cards or QR Code link!

Four Questions To Ask:

1. Safety?
2. Quality?
3. Simpler?
4. Faster?



Pareto Principle: 80% from 20%

Guage on Propane Tank



Votives in Glass Racks in totes

$$\frac{I}{P}$$

**“Improvement
Over
Performance!”**

Resistance to Change Issues



Tip: "Serve the Team!" - Elon Musk



Walking the Talk @ LUX: Salt Lake City

Improvement Starts with “I”



Start each day with **3Sing**; **S**ort, **S**weep, and **S**tandardize.



Before “The Hunting”



After –Everything has a place

- Moved the storage location of flatware
 - This bugged the team
 - Cut 17 steps in the pulling process
 - Eliminated 21 steps of the restocking of cleaned, polished, wrapped flatware
 - Both are daily repetitive processes. Saved exponential time.
- Reorganized storage
 - Labeled, organized
 - Can see what is in each

- Cambro Hot Box Storage

- Point of frustration
- Kept close to outgoing food warmers
- Standardized location

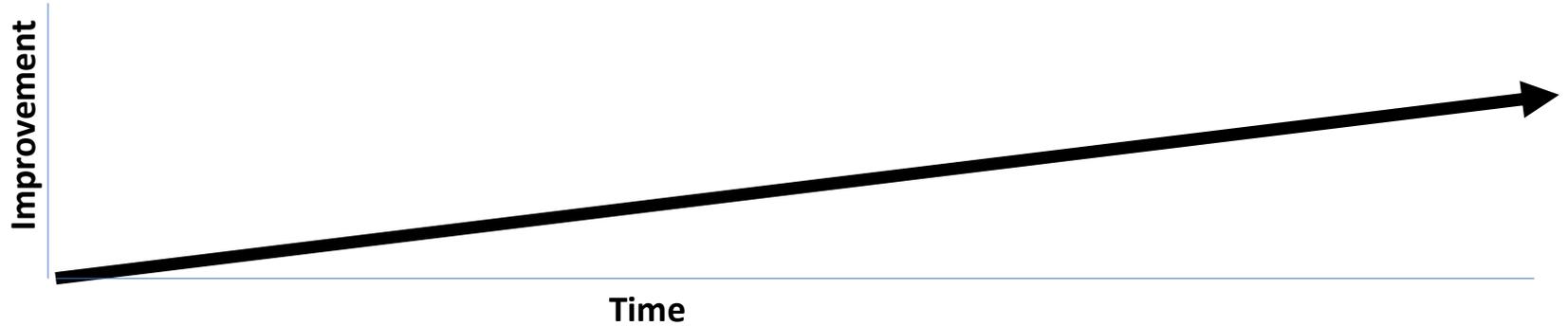


Before: Long distance from the Hot Line



After: Moved closer to the Hot Line

Pointers...



Focus on Small Incremental Improvements!

Do the math...

“2 Seconds, 2 steps is \$2 in Savings - Profit”

1/ Hr. = \$2.00/ Hr. X 8 Hrs. = \$16.00 for the day

\$16.00 x 5 Days = \$80.00 a week

\$80.00 X 50 Weeks = **\$4,000.00 in Savings – Profit!**

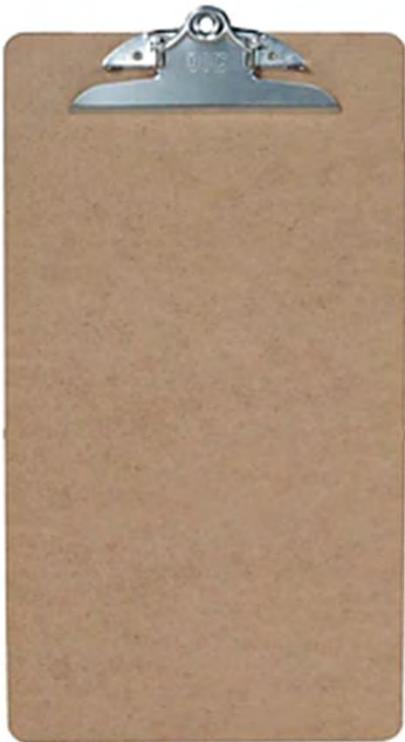
Ask Why?

Ask Why?

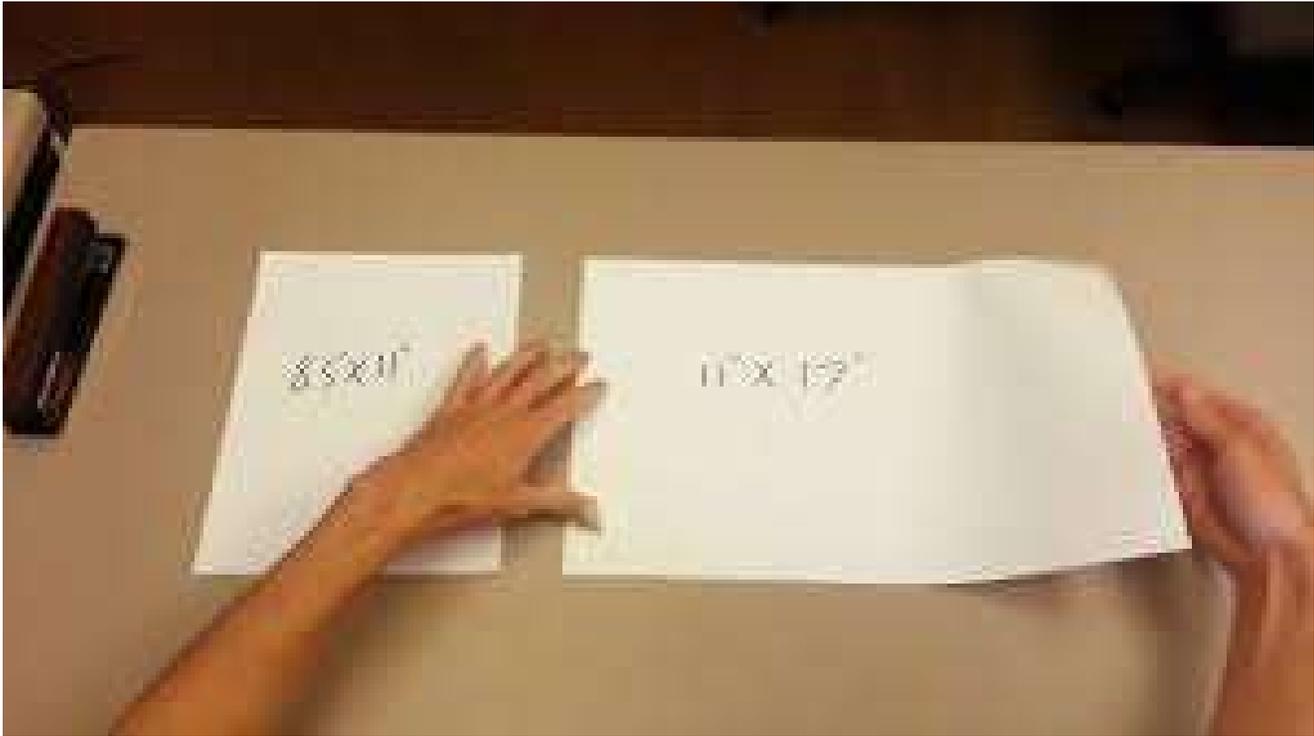
Five Times...

Drill down to the root cause.

Tools Needed:



Clip Board - Legal Size



Paper Sheets-Plain: 8.5" x 11" + A3: 11" x 17"

Tools Needed:



Stop Watch: To time duration and collect data



Pedometer (Clip on): To collect data on Steps

Tools Needed



Pivo



Head Mounted Video Camera



Video Camera: Go Pro, Sony Action Camera

Large Screen 4K TV Monitor

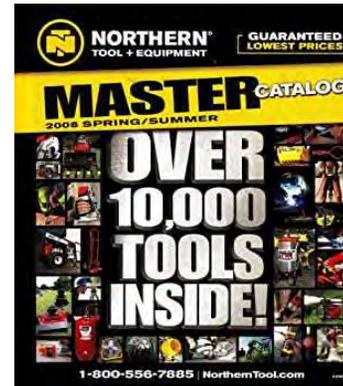
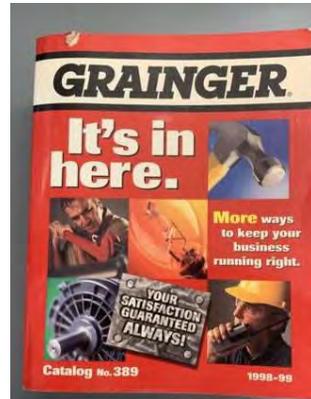


Watching Videos, IE Youtube (set up Private Channel)



Tablet: Ipad

Resources



Printed Catalogs... Provides ideas, solutions, options.

Wandering the pages “triggers” -- no computer is needed

“Use your wits - not your wallet.”



#1 Rule: Management Must Be Involved, Engaged, Committed, and Supportive!

Otherwise Failure...

Pointers...



Staff at ease – feel comfortable, appreciated and respected!

- > Listen to all points.
- > Leave ego at the door. All voices are equal.
- > Skip Group Brain Storming – Overrated and counter productive
- > Avoid HIPPO Highest Influential Paid Person Opinion

Read [Data-Driven Decision Making: Beware Of The HIPPO Effect! \(forbes.com\)](#)

Culture



“Culture eats strategy for breakfast.” — Peter Drucker



Leadership starts in the restroom!





Not good...

Concern for Staff



Staff Family Meal... Always provide. IRS benefit!

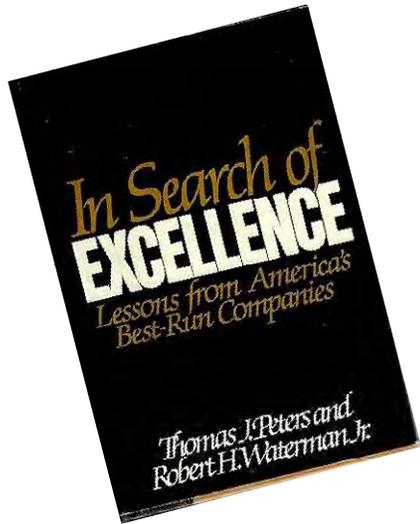
Pointers...



Recognition for **all** contributions

Celebrate the wins and losses... it's journey!

Have fun and make a game of it.



MBWA “aka” Management By Walking Around

I.e. Walking around the event...

Reactive Management

現場

Gemba “aka” Go to where the value and waste is handled

Proactive specific purpose driven management

Balance: There’s a time and place for each

現場

Go to the Gemba

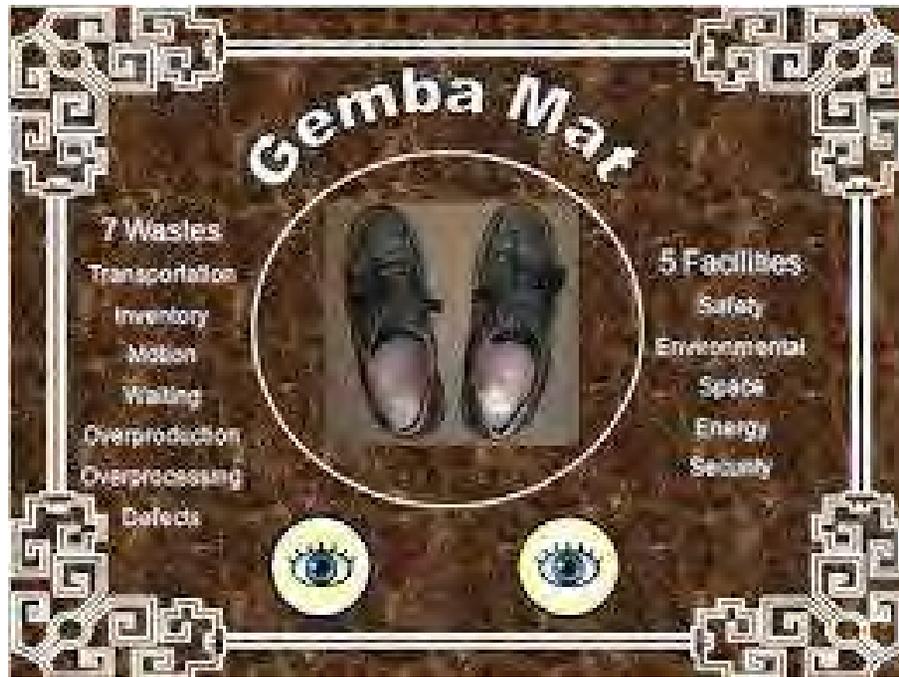
Where value is added and waste eliminated!

I.e. The Sales office, Kitchen, Warehouse, Events, Suppliers

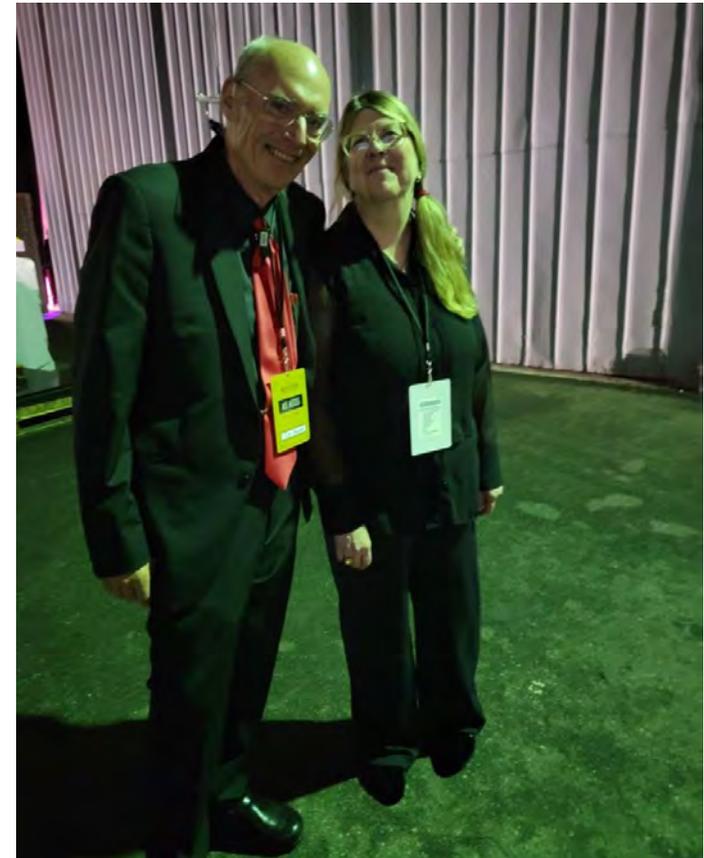
Basic steps.

- Pick a topic. When you go to the Gemba, you have to choose a **theme**...
- **Prepare** your team...
- Focus on the **process**, not on people. ...
Don't be the **HIPPO**
- Be **where** the value stream is. ...
- **Record** your observations...
- An **extra** pair of eyes...
- **Follow-up**...

Social Ecologist



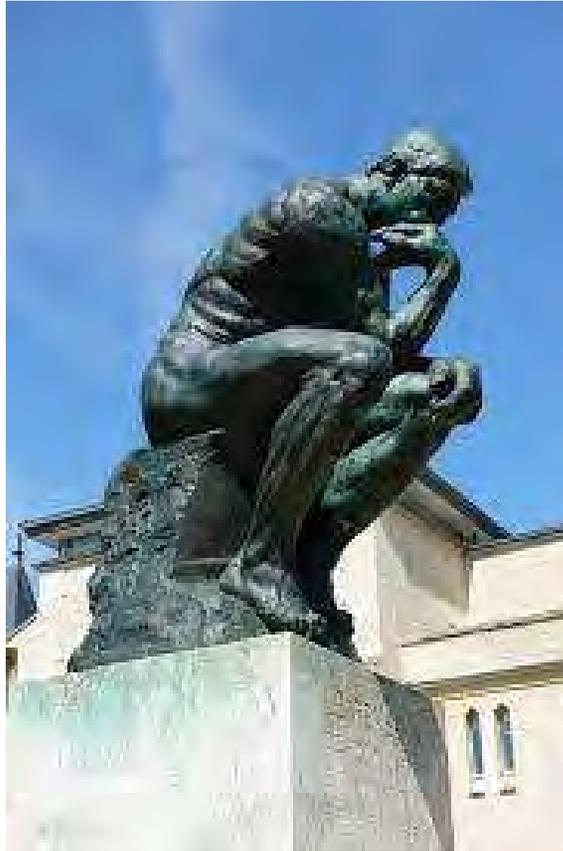
Gemba Mat



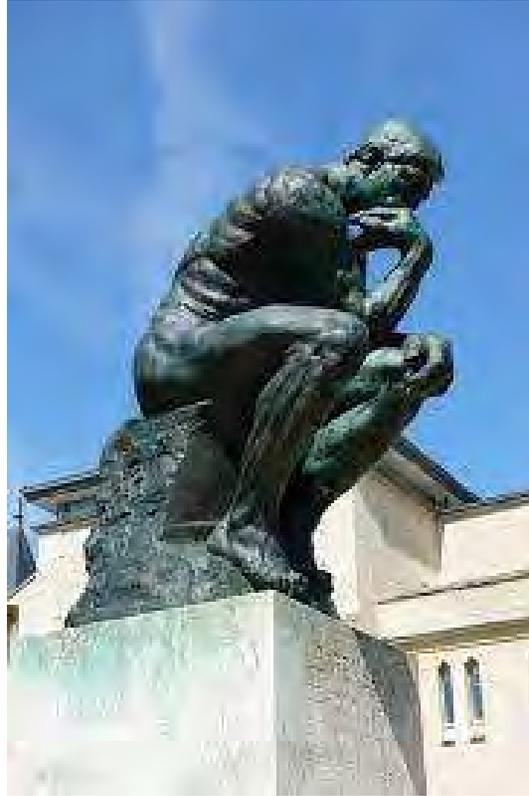
Kathleen in the Gemba

Gemba Walk in 7 Steps



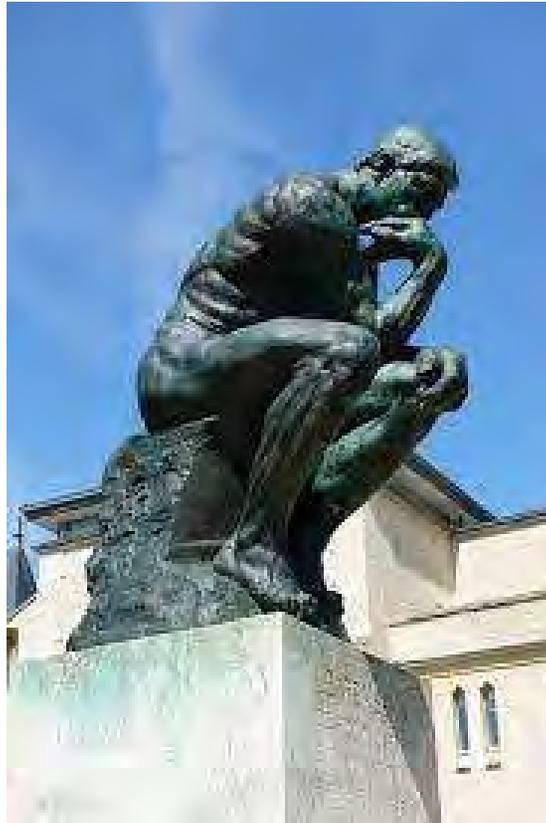


What business are we really in?

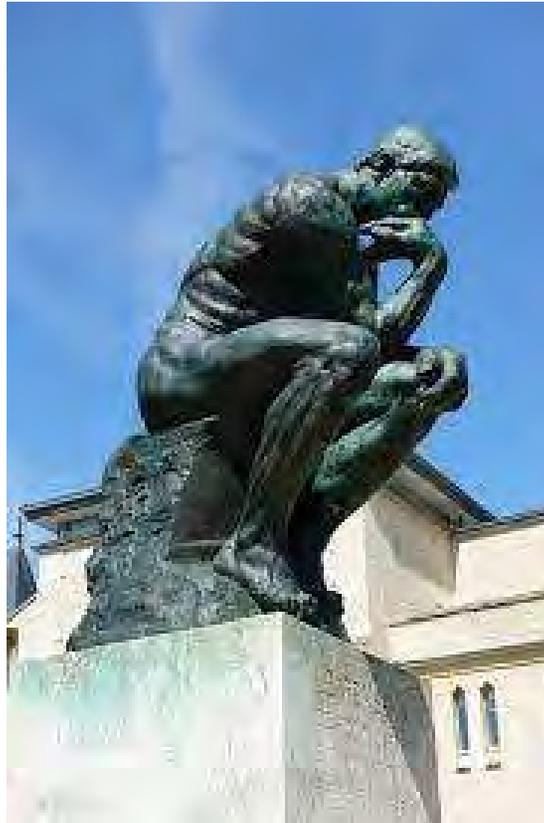


“People Transformation Business”

Events pays the way!



Q: Why do people come to work?



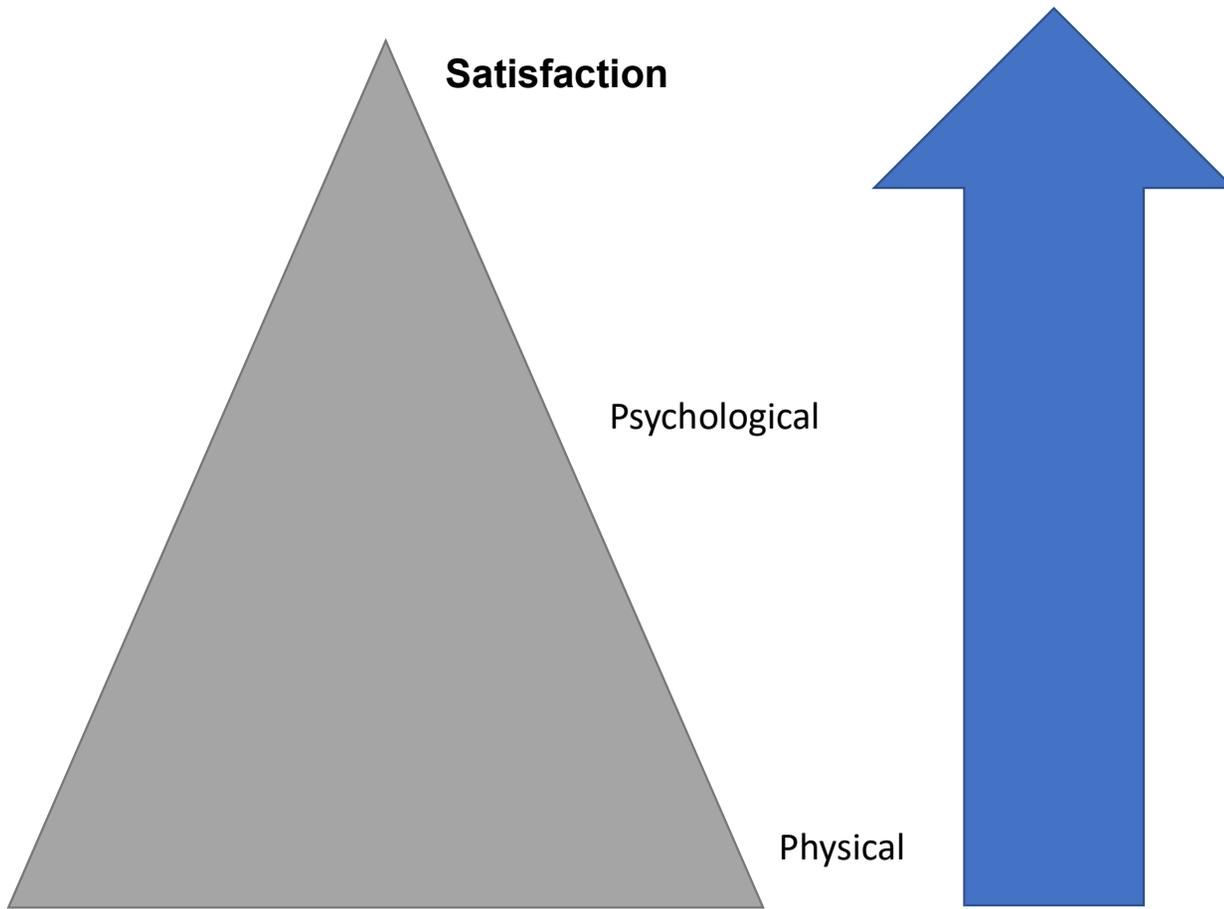
A: To improve themselves and the work they do!

Creating special events means creating special people!



Maslow's Needs Explanation

A: To improve themselves and the work that they do!

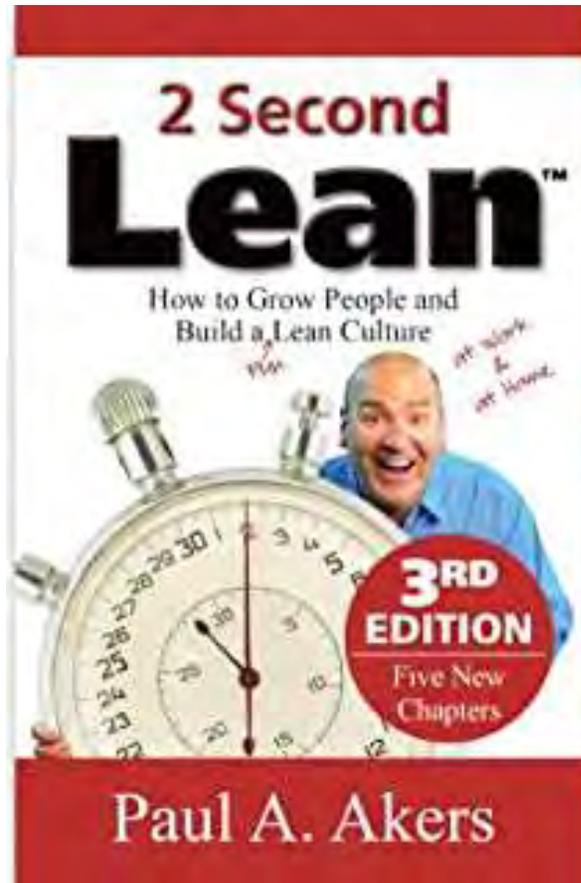


Satisfaction and Profits Increase!

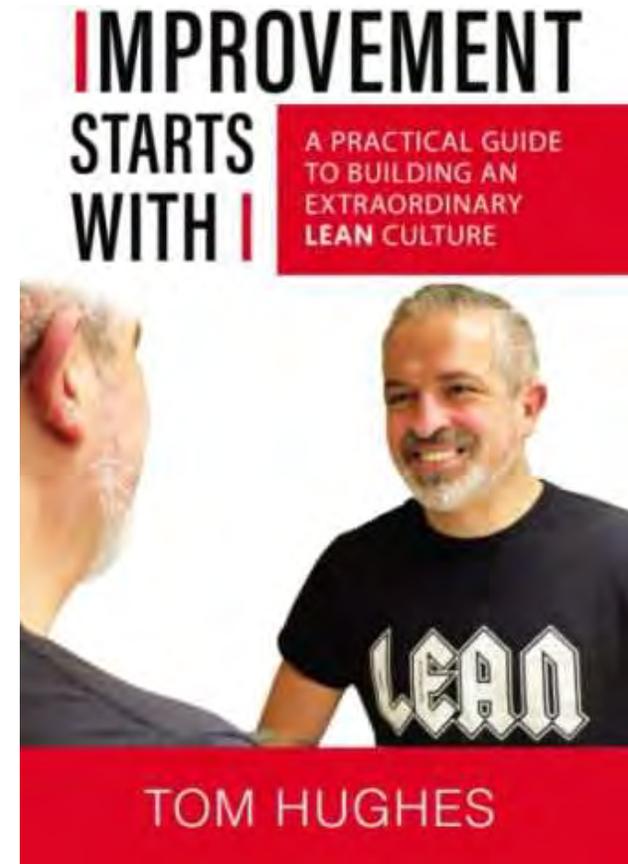
Required Reading

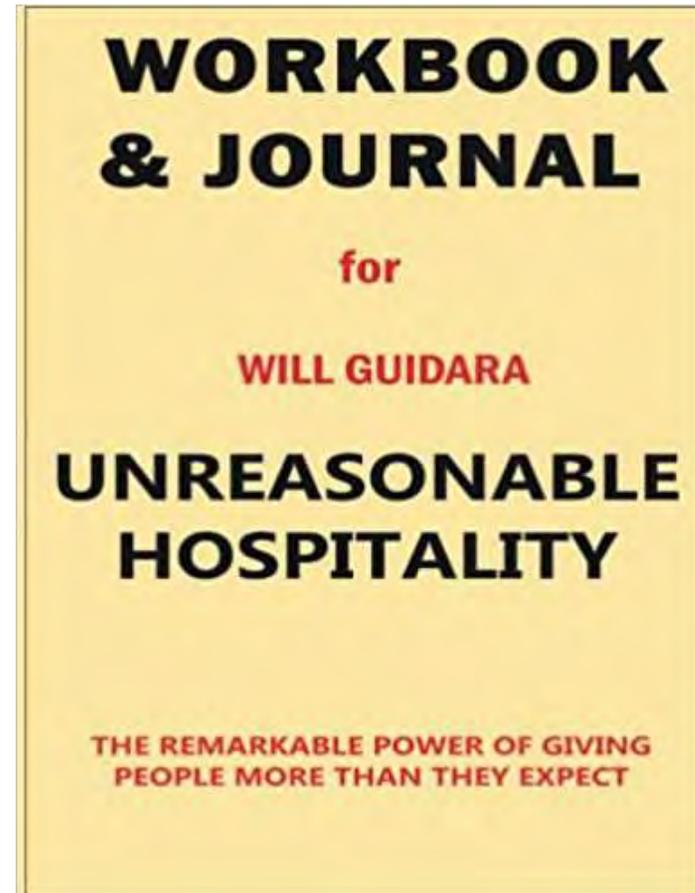
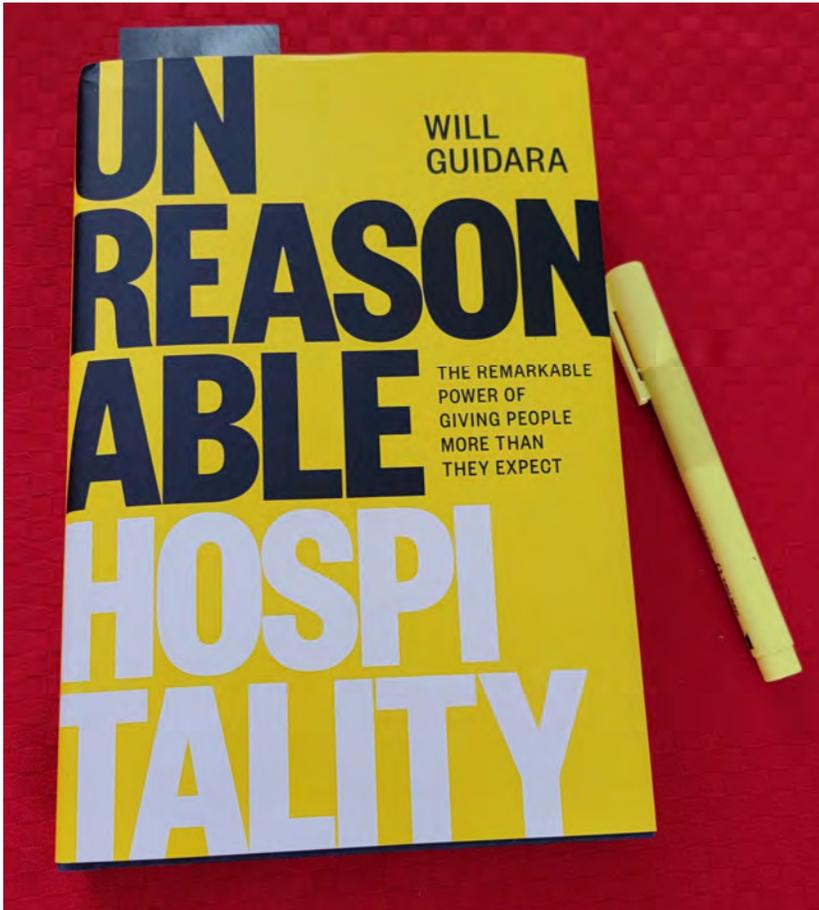
Audio versions...

YouTube Channels



Game and mindset changer





Required Reading!



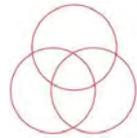
Face Book Group

Roy Porter: Lean Catering Considerations

Thank you!

Rate the session!

Roy Porter
Activities Director
Engage Works
E: tablewizard1@gmail.com



Follow on:



Lagniappe...(a little extra)



Use the proper sized fuel tank



Mobile Oven Dialed in



Yes, the trash can get cleaned too!



Double wide rack for large oval trays



Plate Mate 180 Plates [Plate-Mate | Catering Plate Carrier | Mobile Plate Stacking System](#)



Transport and store bottles in Glass ware washing rack



Snap Lock Dolly (6" wheels) with 2" wide strap [SNAP-LOC 1,500 lb All-Terrain E-Track](#)
[Dolly Red – SNAP-LOC CARGO CONTROL \(snaploc.com\)](#)