



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

**February 13, 2024**  
Austin, TX

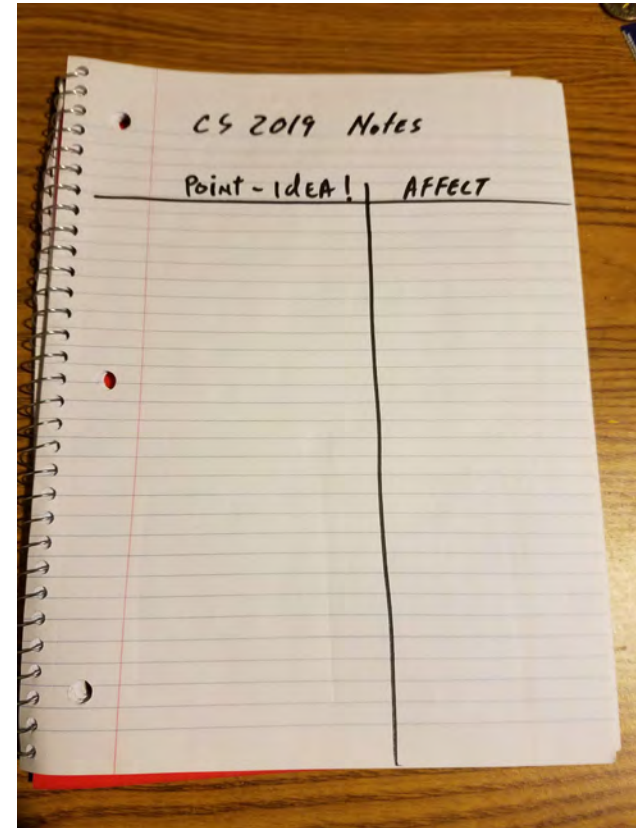
**Roy Porter**  
Activities Director  
Engage Works



*House Keeping...*



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



**Note Taking Tip**



**Nevada Swimming**  
**“Casey Neistat”**

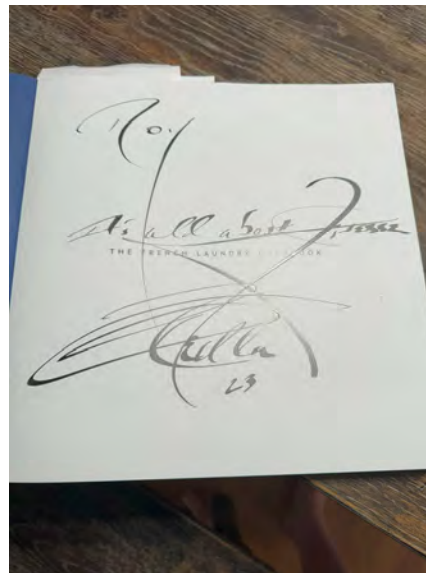


**Amelia**





**Chef Thomas Keller**



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



**Chef Ming Tsai**





## 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!**

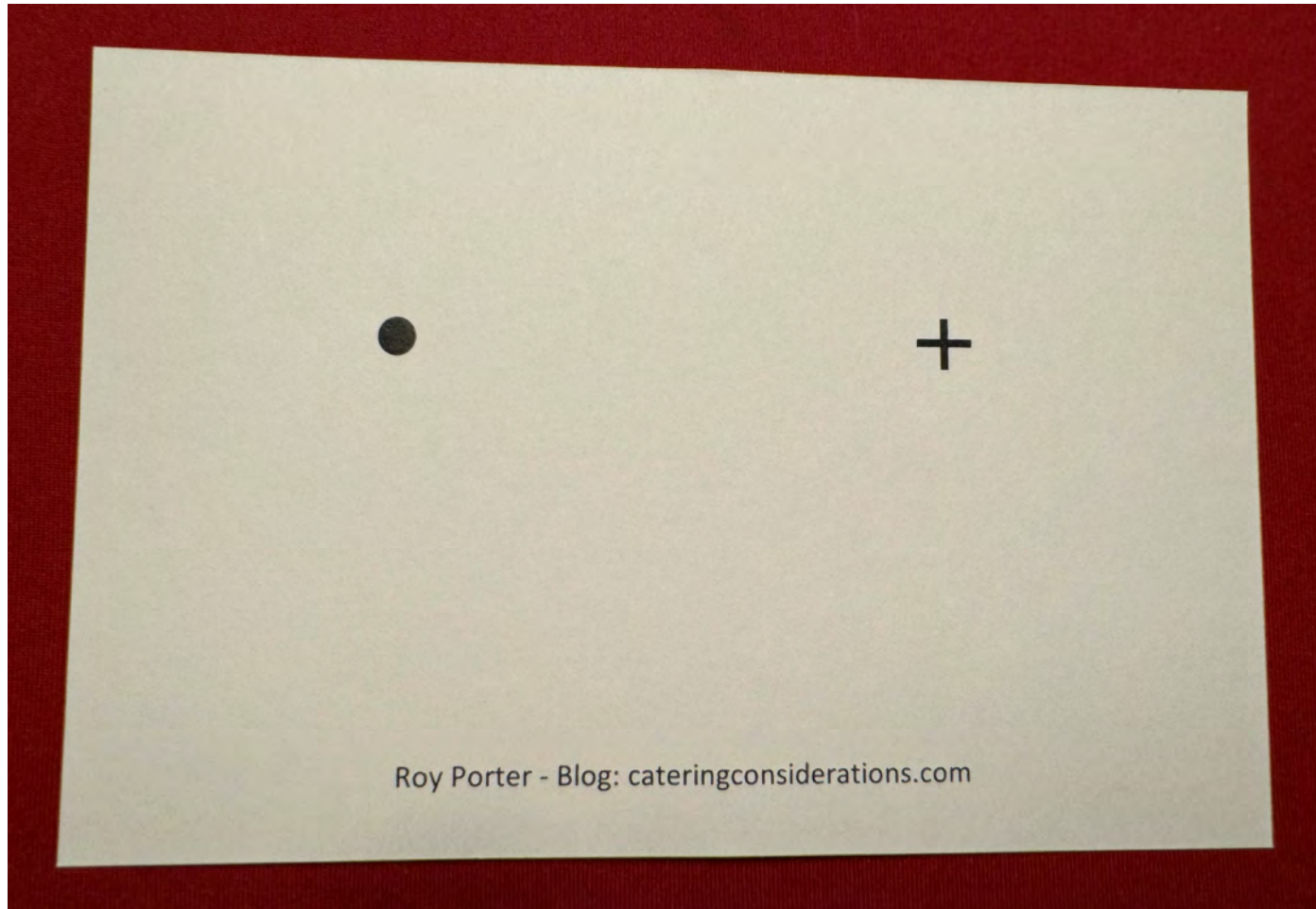
# *Lean Summarized*

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

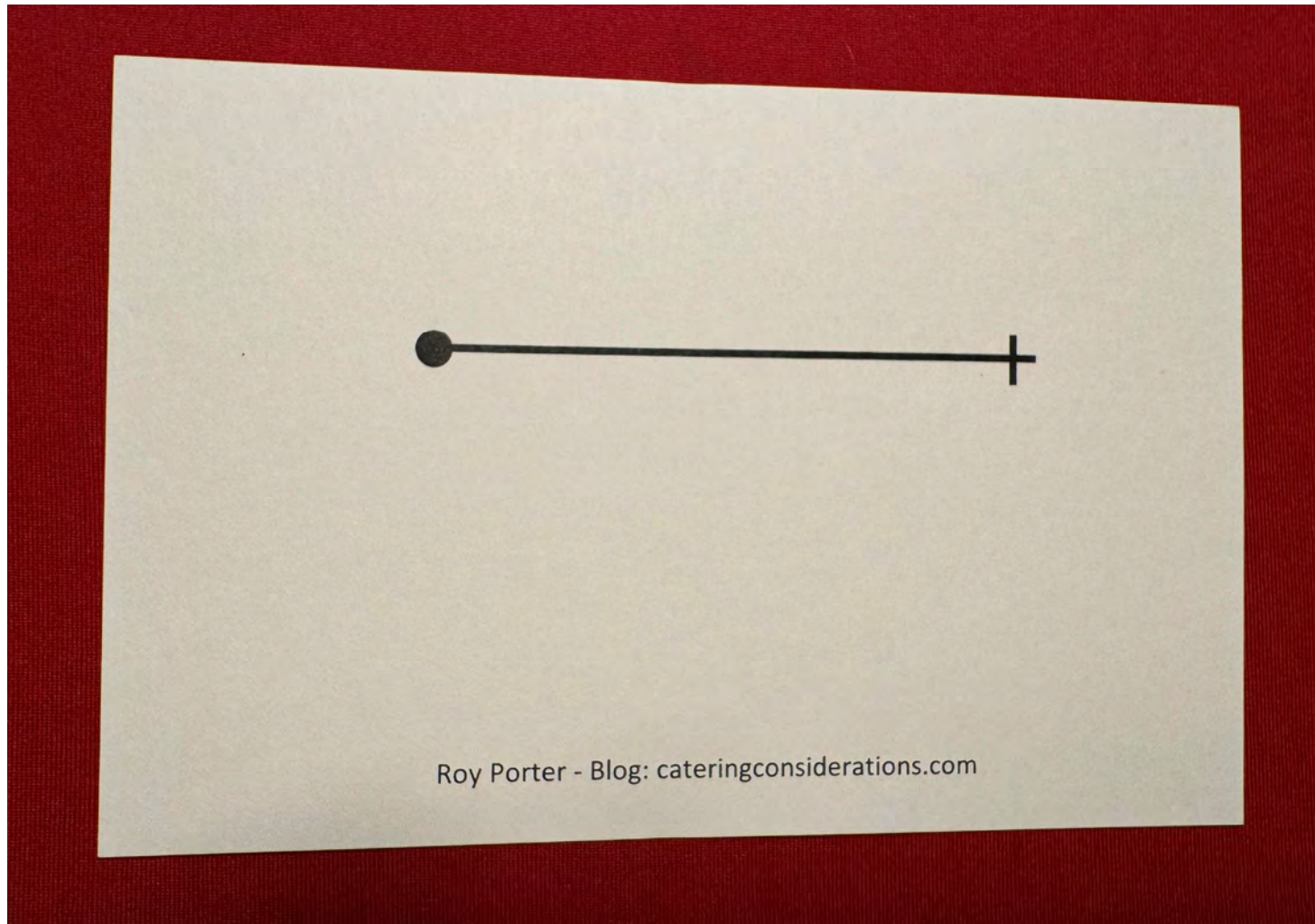


**Learning To See The Nine Wastes**

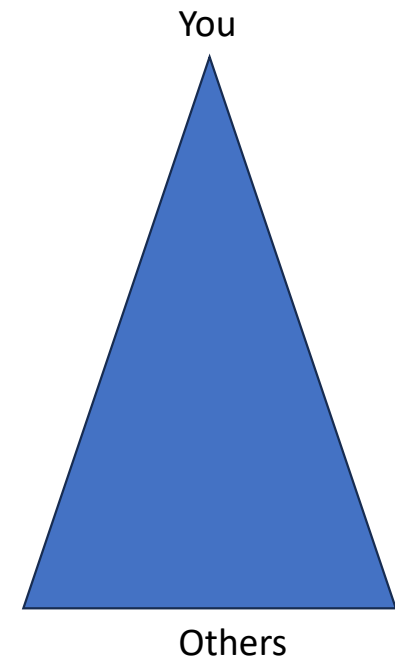
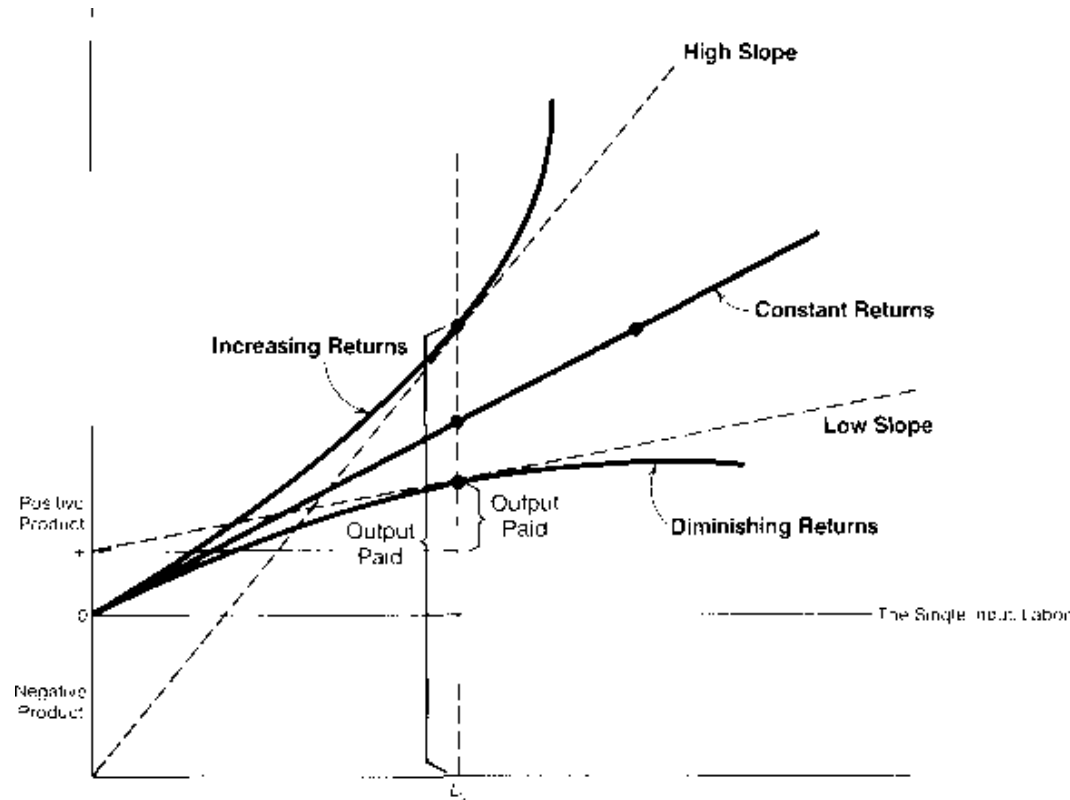




**Teach Back Card Exercise 1**



**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”

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



## 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**



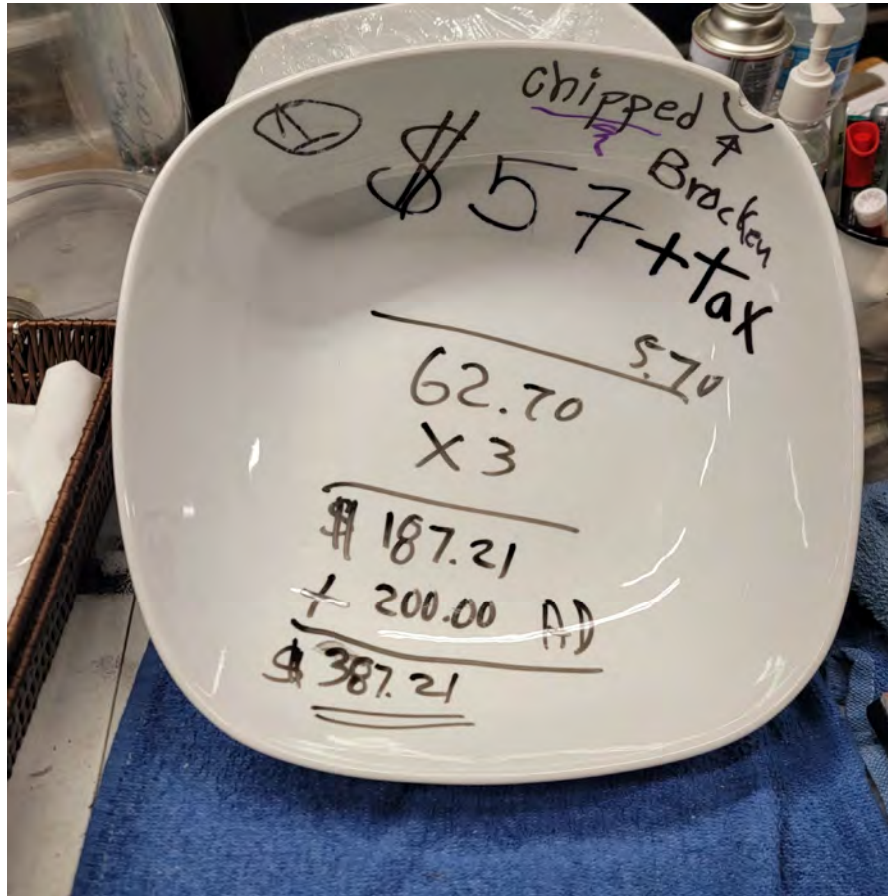
**Canned Fuel fill levels**

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



Transit-Proofing Cabinet  
with broken wheel



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

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!**

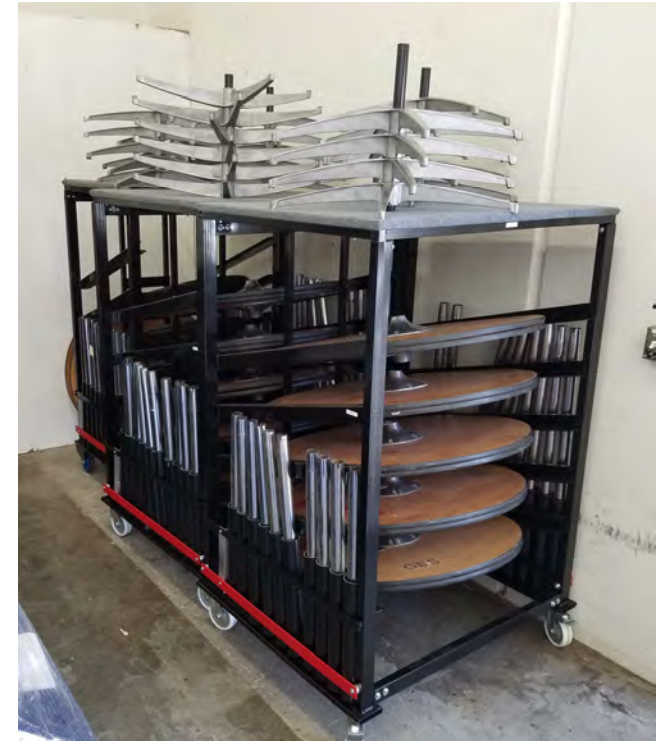
**Sell 10 @ Discount**



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



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

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

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

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



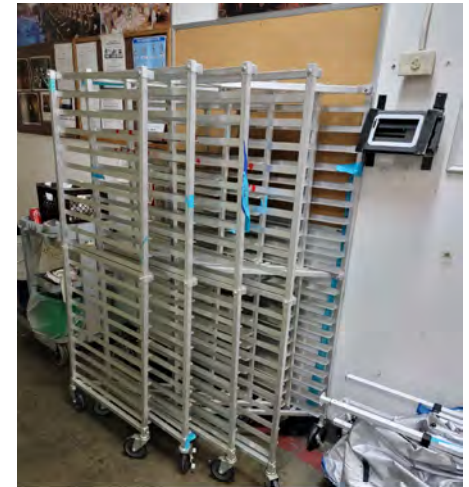
Delivery left outside



Stock not put away

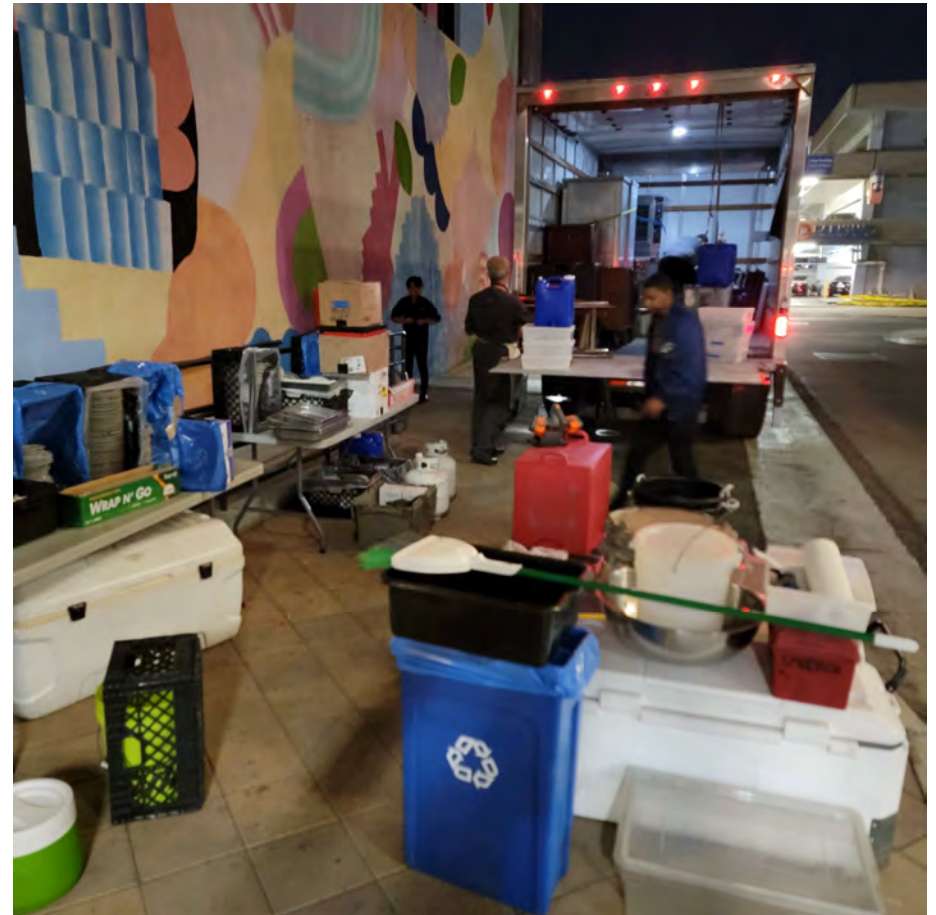


Go mobile: Pallet Jack



"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?



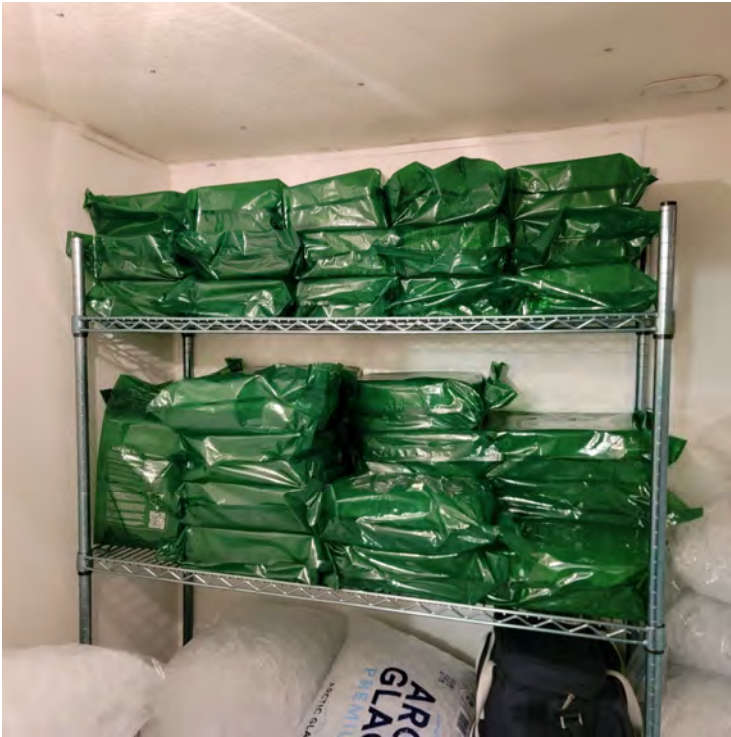
**How to Improve?**





**Bulk Dry Storage in the Kitchen – Work in Progress**

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

**Better**



“L” Shape

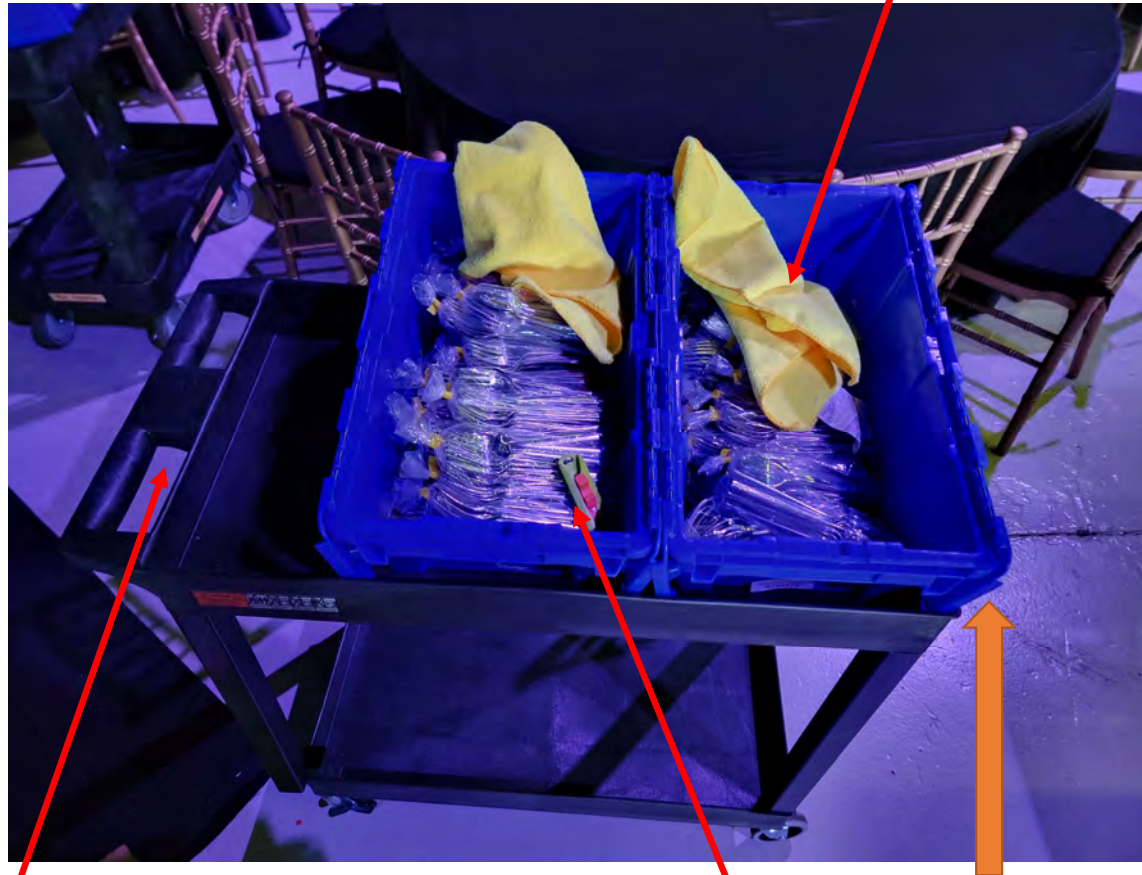


**After:** More Efficient Work Space

5 Mins average pack time  
<.5 % errors  
All with 6' reach



## Motion - Transportation



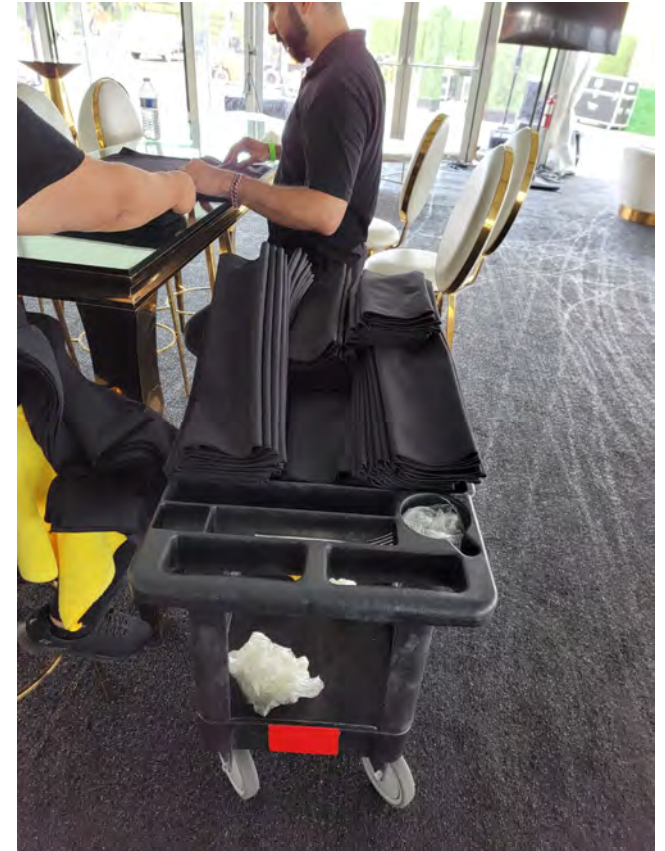
Polishing Cloth

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...**





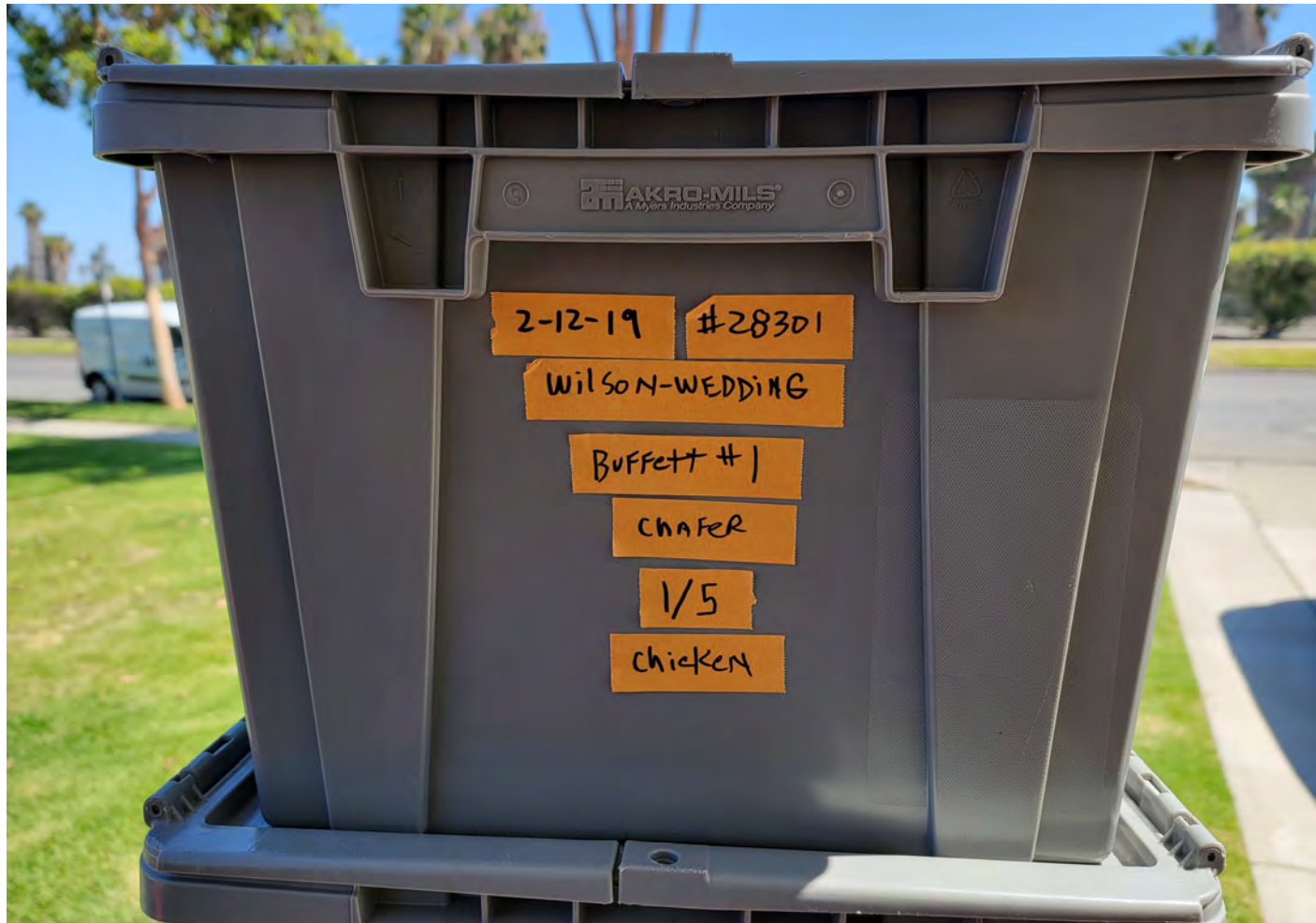
How long does it take to set up a Chafing Dish?

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”**



# Change Order

CHANGE ORDER		
PROJECT NUMBER: _____		
CONSTRUCTION CONTRACT		
ADDRESS	CITY/STATE/ZIP	PHONE NUMBER
PROJECT NUMBER	CHANGE ORDER NUMBER	ORIGINAL CONTRACT DATE
OWNER	DATE	
CHANGE THE FOLLOWING WORK TO THE ORIGINAL CONTRACT:		
TOTAL PRICE		
Payment to be made as follows:		
ORIGINAL CONTRACT PRICE	\$	
CURRENT CONTRACT PRICE	\$	
REVISOR CONTRACT PRICE	\$	
We agree to furnish labor and materials complete in accordance with the above specifications at the price stated above.		
GENERAL CONTRACTOR	DATE	
Above additional work to be performed under the same conditions as specified in the original contract unless otherwise stipulated.		
OWNER	DATE	
Note: This change order becomes part of the original contract.		

## Change Order Contents:

1. What is Different?
2. What is Added? (Reason)
3. What is Removed (Reason)
4. Financial Impact +/- \$\$\$\$\$

## CYA Pointers:

**Confirming your request or  
because...**

Email (Best)

Texts

## 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?





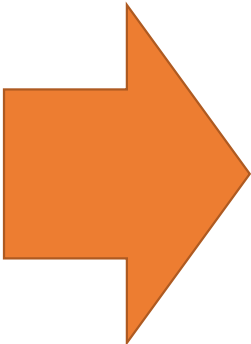
**Cambro is a Company**



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

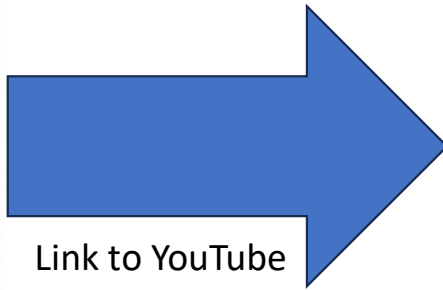
**Packing Label Example – Automation is coming!**



## 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”

<b>D</b>	<b>Defects</b>		<b>#1</b>	Start here!
<b>O</b>	<b>Over Production</b>			
<b>W</b>	<b>Waiting</b>			
<b>N</b>	<b>Non-Utilized Talent</b>			
<b>T</b>	<b>Transportation</b>			
<b>I</b>	<b>Inventory</b>			
<b>M</b>	<b>Motion</b>			
<b>E</b>	<b>Extra Processing</b>			
<b>C</b>	<b>Communication</b>			



Post and Celebrate Your Wins!



## Fix what bugs you!

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



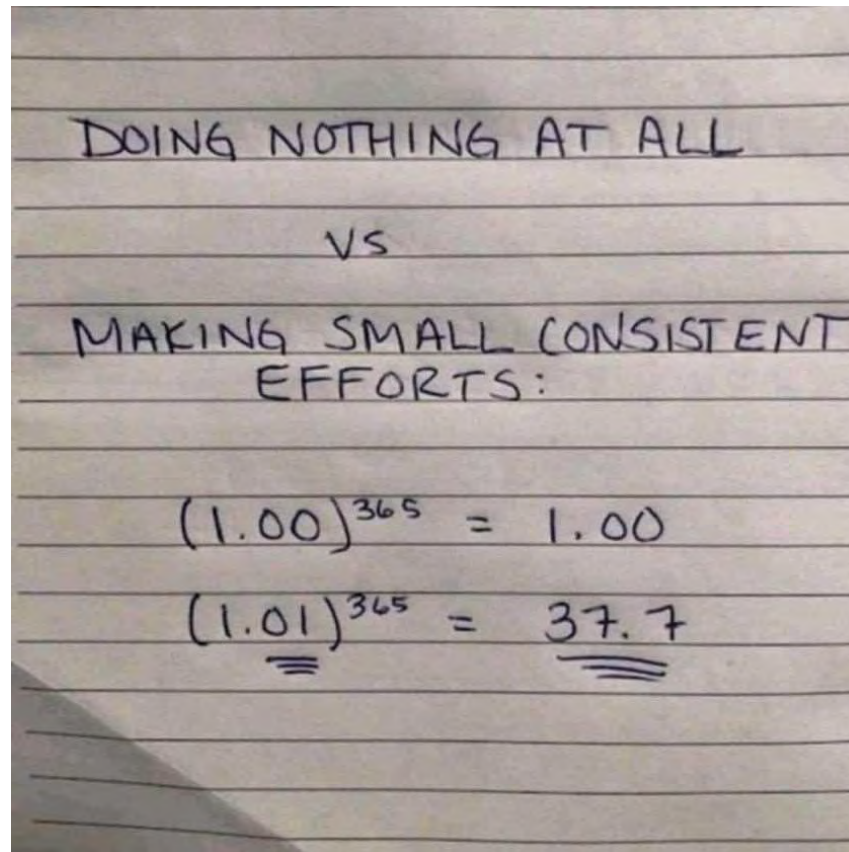
Fix Loose Carpet and "Mark" Bumper

## 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



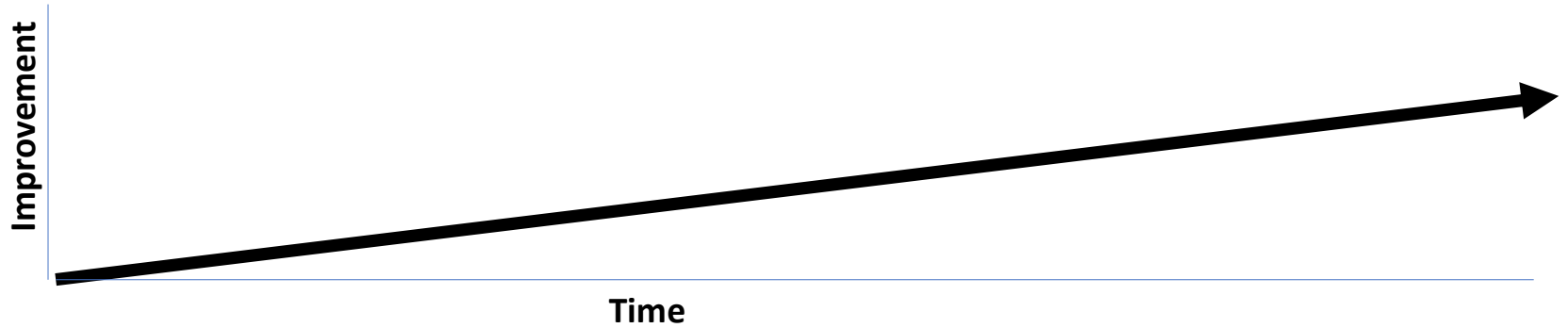
**Before:** Long distance from the Hot Line



**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?

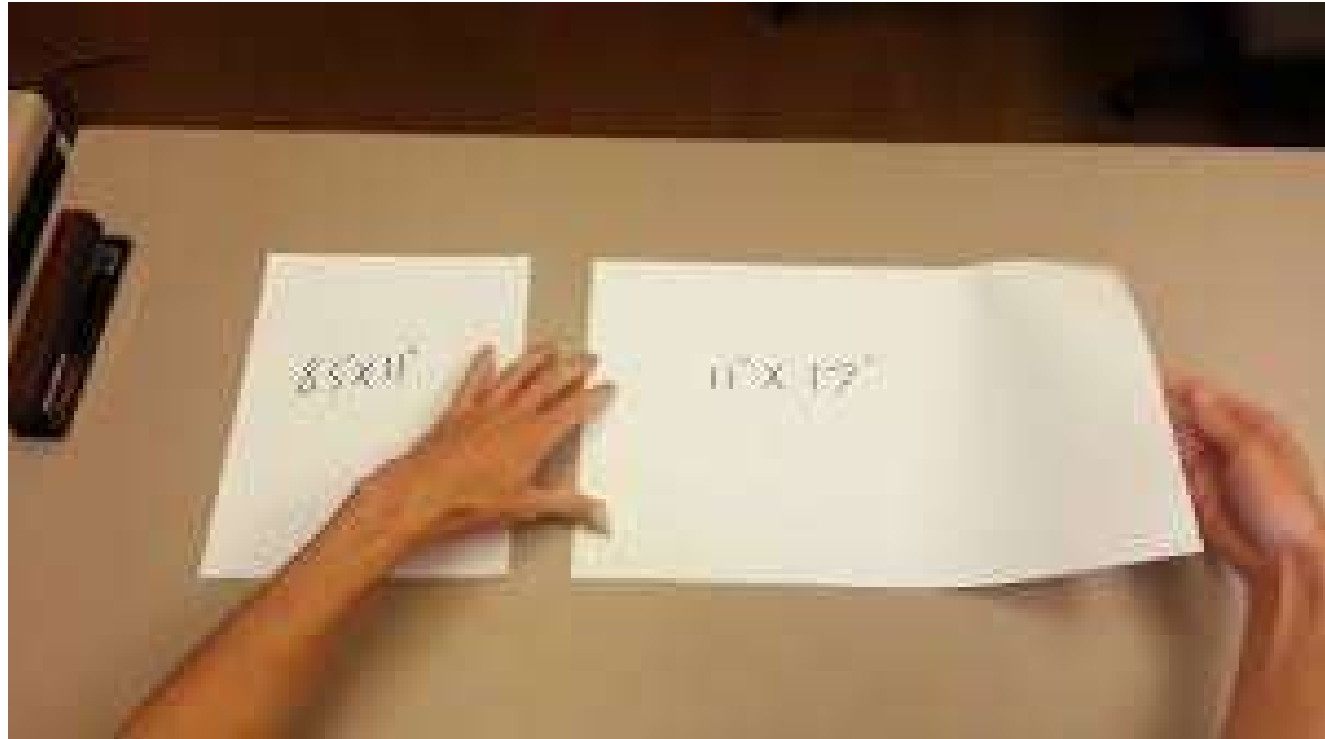
**Five Times...**

**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



Video Camera: Go Pro, Sony Action Camera



Head Mounted Video Camera

## Large Screen 4K TV Monitor

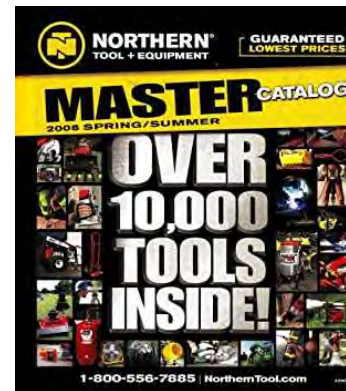
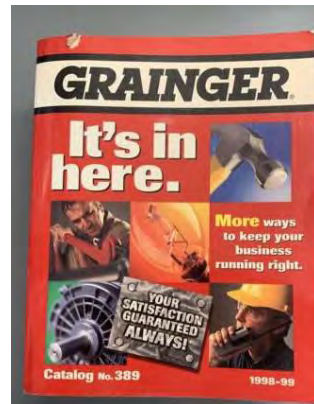


Watching Videos, IE Youtube (set up Private Channel)



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! \(forbes.com\)](https://www.forbes.com/sites/bernardmarr/2018/03/14/data-driven-decision-making-beware-of-the-hippo-effect/?sh=6e9969395940)

# 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...

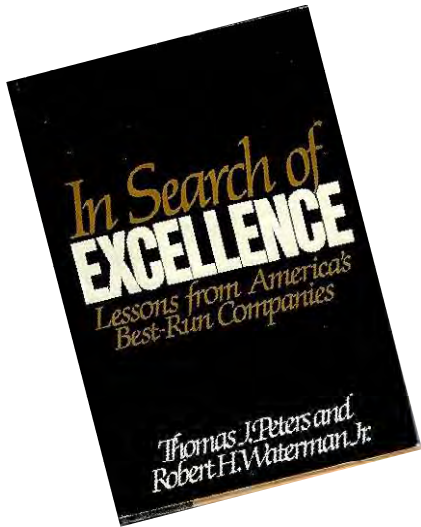


Recognition for **all** contributions

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

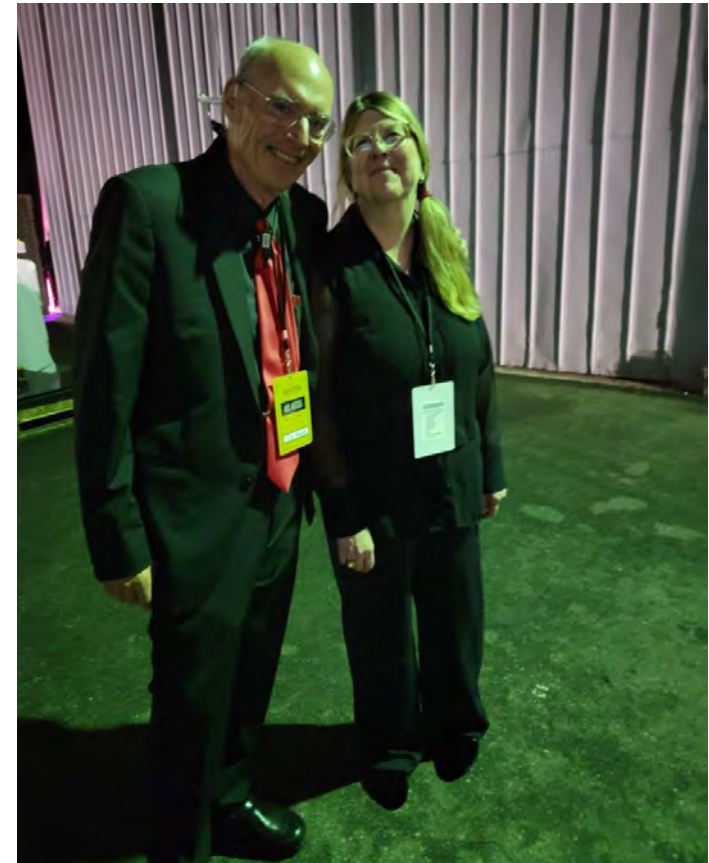
**Basic steps.**

- 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!**

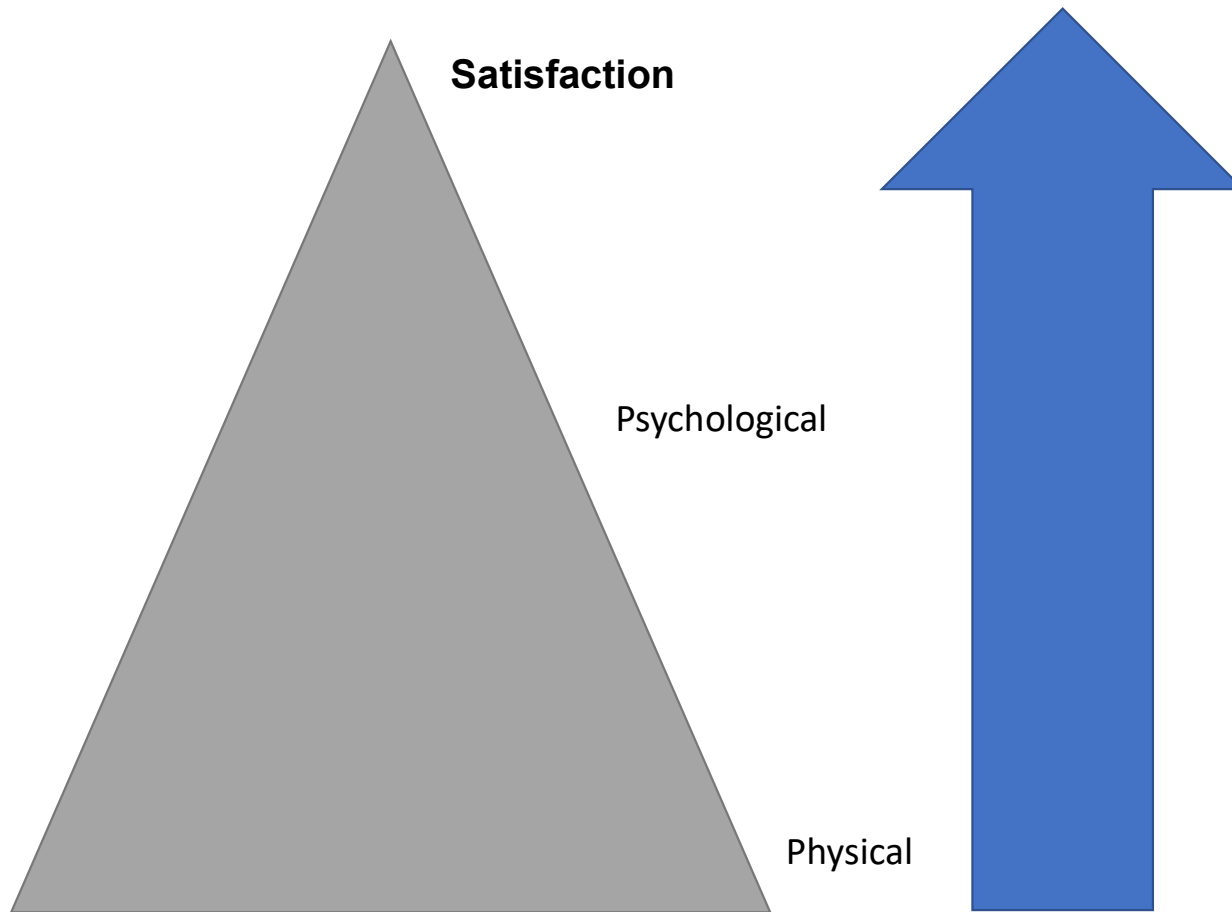
**Creating special events means creating special people!**





## Maslow's Needs Explanation

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

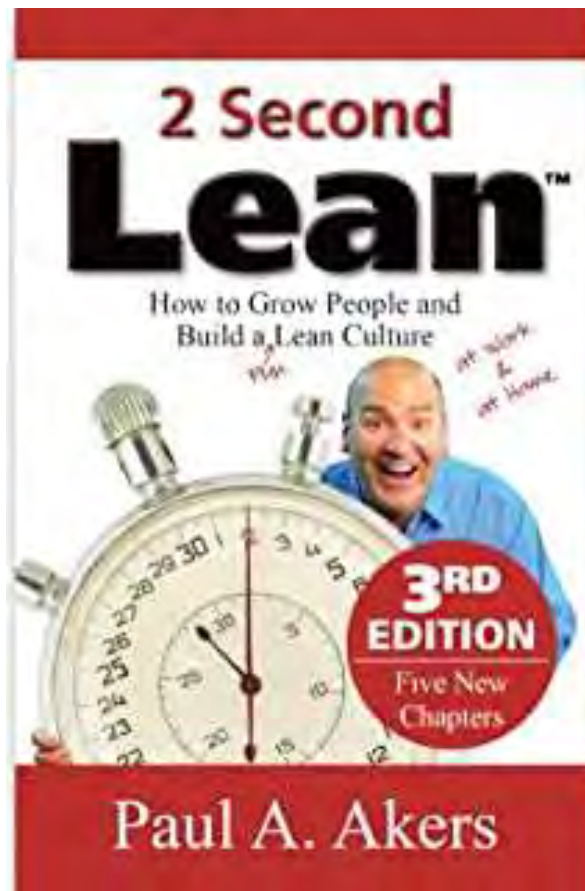


**Satisfaction and Profits Increase!**

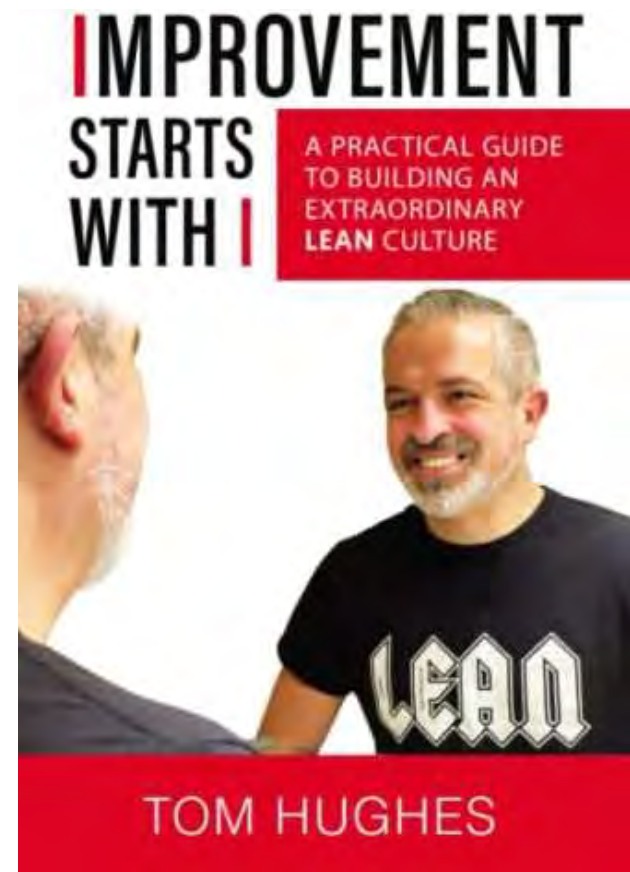
## ***Required Reading***

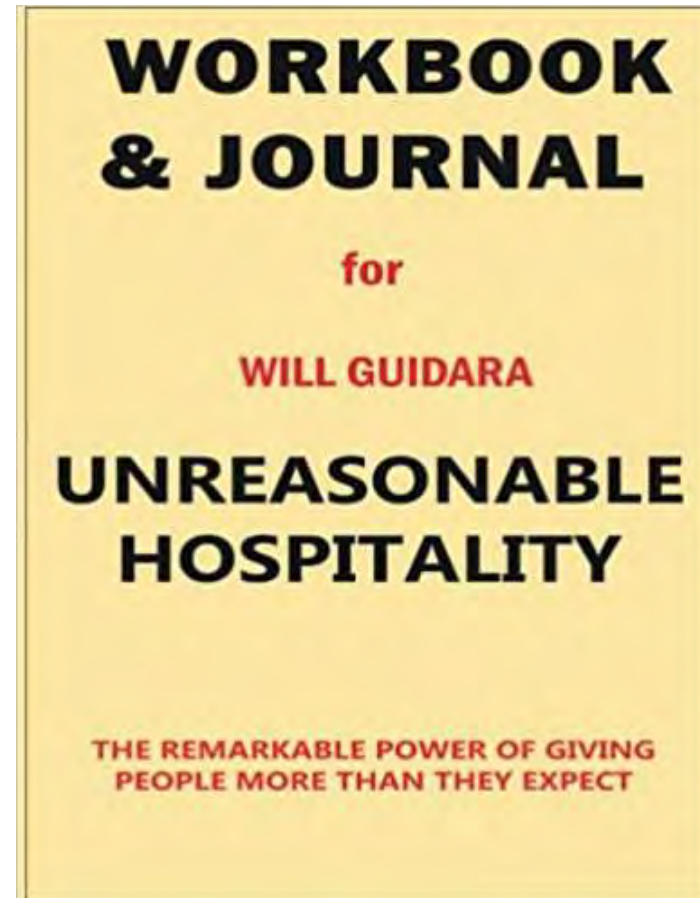
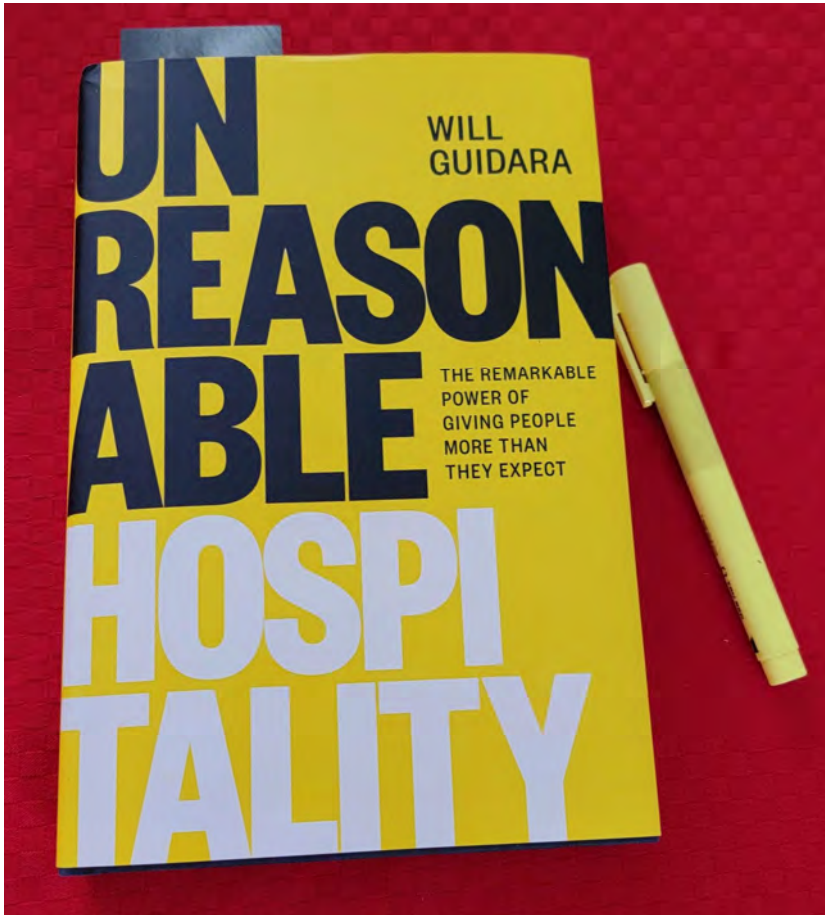
Audio versions...

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](mailto: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 \(snaploc.com\)](#)