

The Hidden Kitchen

How Lean Thinking and Practice Unlock Flow, Consistency, and Profit!

Art of Catering Food 2026 • Roy Porter, Engage-Works, Inc.

Every catering kitchen has a second kitchen running quietly behind the one you can see that eats your time, your team, and your margin. The Ten Wastes of Catering offers a simple way to spot them so you eliminate them!

“CDOWNTIMES” — The Ten Wastes of Catering

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

Measuring Tools: Stopwatch, Pedometer, Video Recording Device

2 Seconds or 2 Steps = \$2.00

Improve and/or fix what bugs you!

Improvement starts with “I”