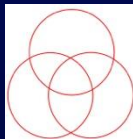


The Hidden Kitchen: How Lean Thinking and Practice Unlocks Flow, Consistency, and Profit!

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Chicago, IL

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**Art of
Catering Food**
by informa...





“Be curious, not judgmental...” – Ted Lasso



Session Objectives:

Learning to See the Hidden Kitchen

1. Identifying and Eliminating The Ten Wastes
2. Fix “Improve” What Bugs You
3. Focus on 1% improvements

Bonus: tips to share with your staff



Simple Budget

		January	February	March	April	May	June	July	August	September	October	November	December	Total		
1																
2	Car Payment	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,400.00	Portion of Budget	
3	Rent	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 18,000.00	Necessities	\$ 30,310.00
4	Utilities	\$ 70.00	\$ 50.00	\$ 80.00	\$ 70.00	\$ 50.00	\$ 100.00	\$ 110.00	\$ 100.00	\$ 80.00	\$ 50.00	\$ 80.00	\$ 90.00	\$ 930.00	Luxuries	\$ 4,920.00
5	Groceries	\$ 100.00	\$ 300.00	\$ 300.00	\$ 400.00	\$ 400.00	\$ 300.00	\$ 300.00	\$ 100.00	\$ 80.00	\$ 300.00	\$ 300.00	\$ 100.00	\$ 2,980.00	Saved	\$ 770.00
6	Insurance	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 500.00	\$ 6,000.00		
7	Subtotal	\$ 2,370.00	\$ 2,550.00	\$ 2,580.00	\$ 2,670.00	\$ 2,650.00	\$ 2,600.00	\$ 2,610.00	\$ 2,400.00	\$ 2,360.00	\$ 2,550.00	\$ 2,580.00	\$ 2,390.00	\$ 30,310.00	Portion of Budget	
8																
9	Going Out	\$ 60.00	\$ 80.00	\$ 60.00	\$ 40.00	\$ 40.00	\$ 20.00	\$ 20.00	\$ 500.00	\$ 80.00	\$ 40.00	\$ 100.00	\$ 200.00	\$ 1,240.00		
10	Hobbies	\$ 10.00	\$ 10.00	\$ 10.00	\$ 10.00	\$ 200.00	\$ 300.00	\$ 500.00	\$ 200.00	\$ 10.00	\$ 10.00	\$ 20.00	\$ 20.00	\$ 1,300.00		
11	Shopping	\$ 100.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 80.00	\$ 50.00	\$ 50.00	\$ 600.00	\$ 200.00	\$ 1,380.00		
12	Travel	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000.00		
13	Subtotal	\$ 1,170.00	\$ 140.00	\$ 120.00	\$ 100.00	\$ 290.00	\$ 370.00	\$ 570.00	\$ 780.00	\$ 140.00	\$ 100.00	\$ 720.00	\$ 420.00	\$ 4,920.00		
14																
15	Total	\$ 3,540.00	\$ 2,690.00	\$ 2,700.00	\$ 2,770.00	\$ 2,940.00	\$ 2,970.00	\$ 3,180.00	\$ 3,180.00	\$ 2,500.00	\$ 2,650.00	\$ 3,300.00	\$ 2,810.00	\$ 35,230.00		
16	Budget	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ 36,000.00		
17	Saved	\$ (540.00)	\$ 310.00	\$ 300.00	\$ 230.00	\$ 60.00	\$ 30.00	\$ (180.00)	\$ (180.00)	\$ 500.00	\$ 350.00	\$ (300.00)	\$ 190.00	\$ 770.00		
18																

Portion of Budget

• Necessities • Luxuries • Saved

Number Crunching



Seeing and Acting On

Two Schools or Paths...



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Q: What is Lean?

- **A:** Lean is **developing people**, so they **eliminate waste & add value** through **incremental improvements!**





Waste in a kitchen shows up in three ways:

1. **Mura**, unevenness: swings in prep and demand that throw off your flow.
2. **Muri**, overburden: pushing your team or equipment past what they can handle.
3. **Muda**, extra steps: doing in five steps what two would do.



The Ten Wastes

“CDOWNTIMES”

1	C	Communication
2	D	Defects
3	O	Overproduction
4	W	Waiting
5	N	Non-Utilized Talent
6	T	Transportation
7	I	Inventory
8	M	Motion
9	E	Extra Processing
10	S	Space



Communication Issues...

Lack of information: Date, time, schedule, location, color, finish, expectations

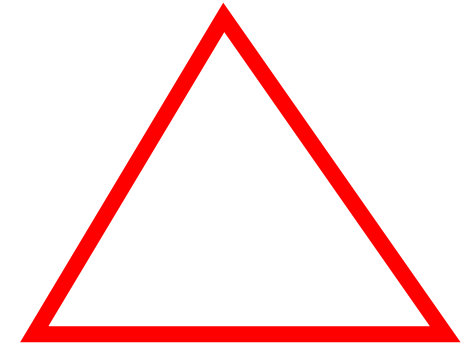
Poor: Writing clarity, format, font size, style, sentences, content, grammar

Miscommunication: Clarity, reverse type, excessive color coding

Overload: Too much, redundancy – duplication

Nomenclature: Use industry-specific terms

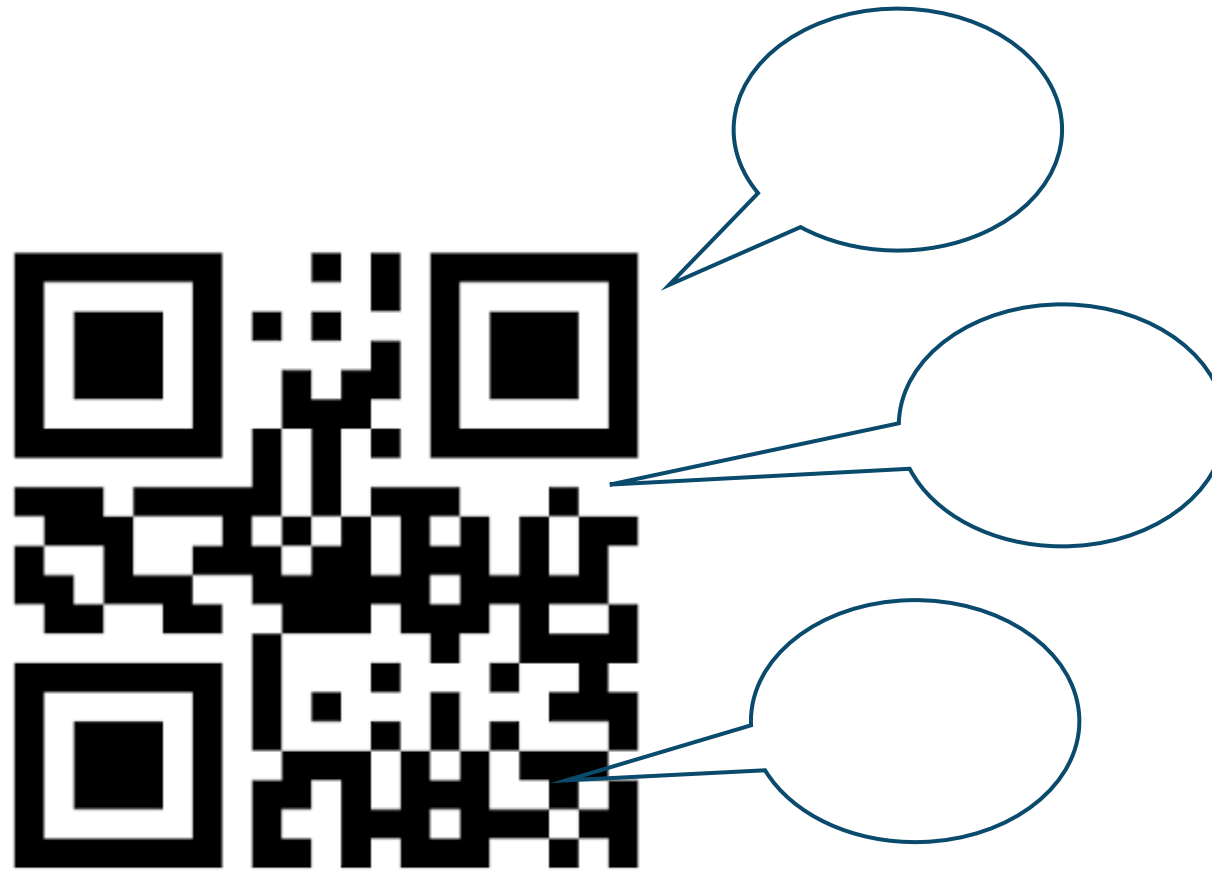
Not using: a Notice of Change “AKA” Change Order





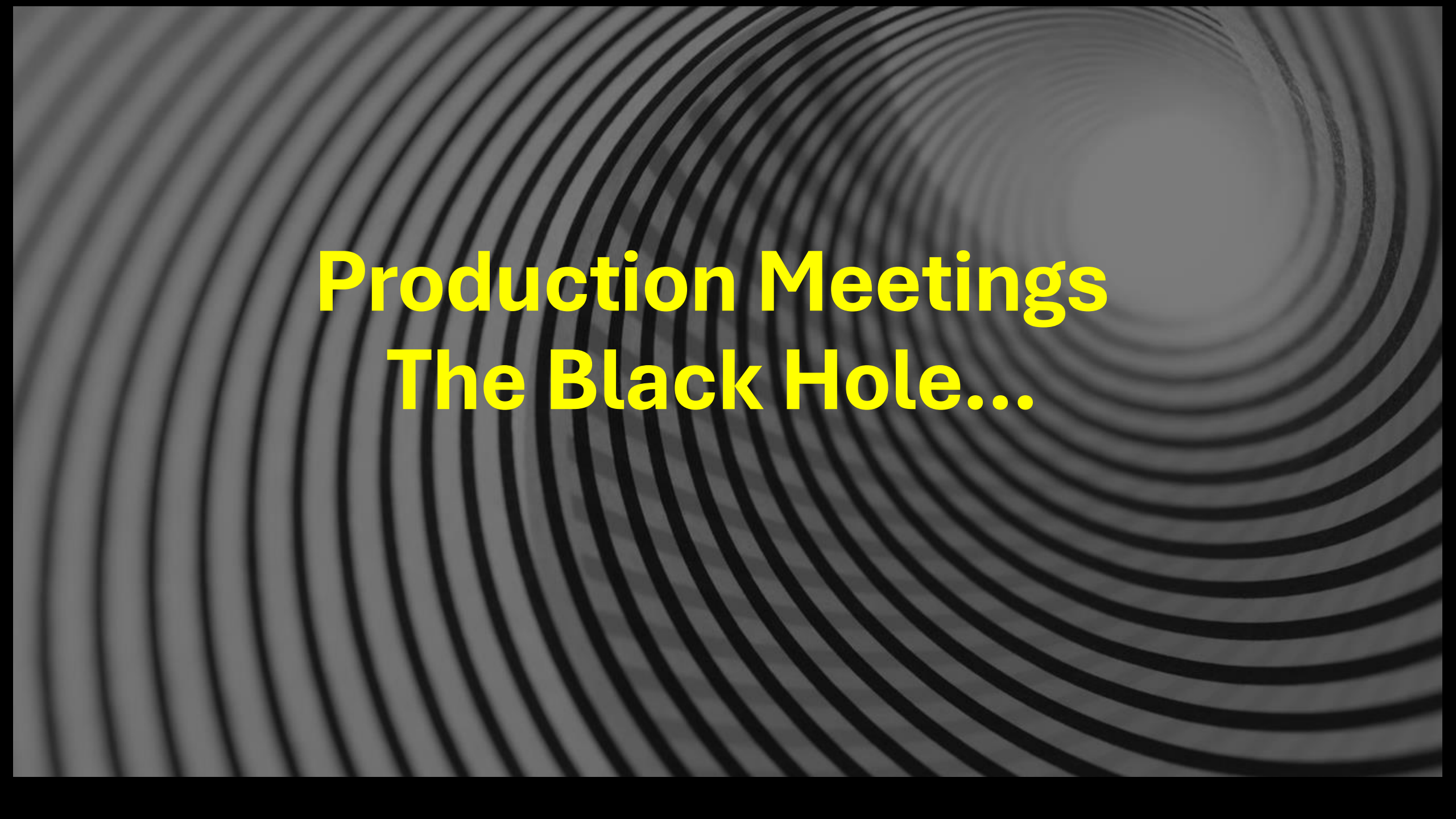
Avoid “NETMA Badges!”
(Nobody Ever Tells Me Anything)





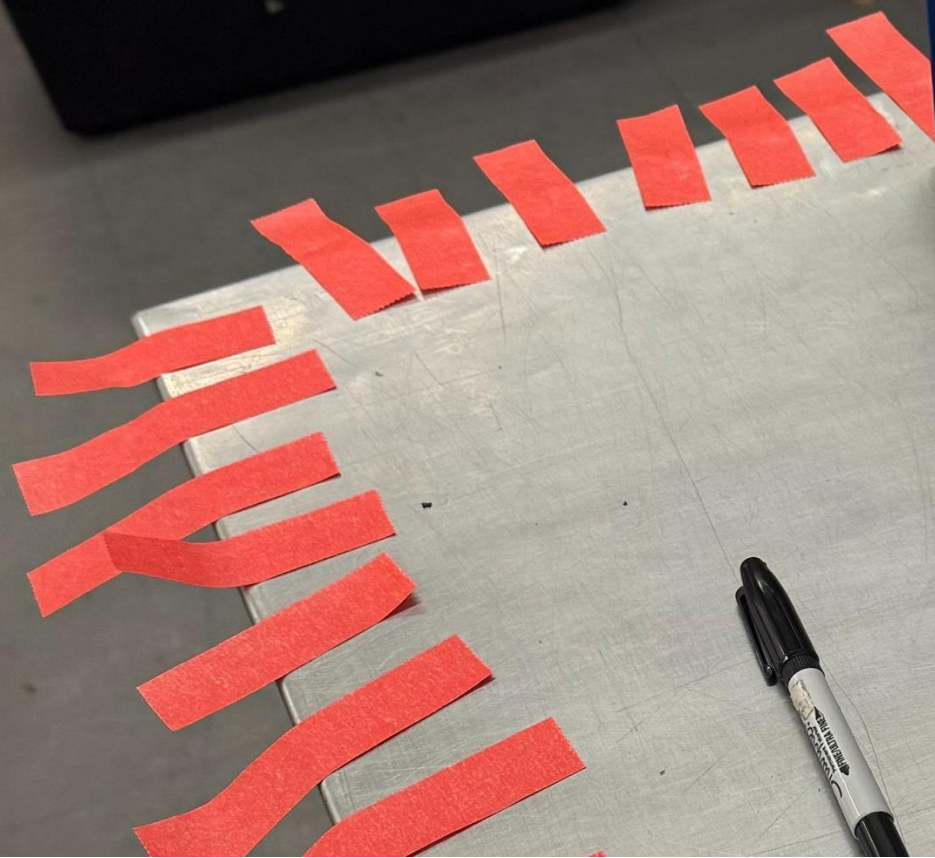
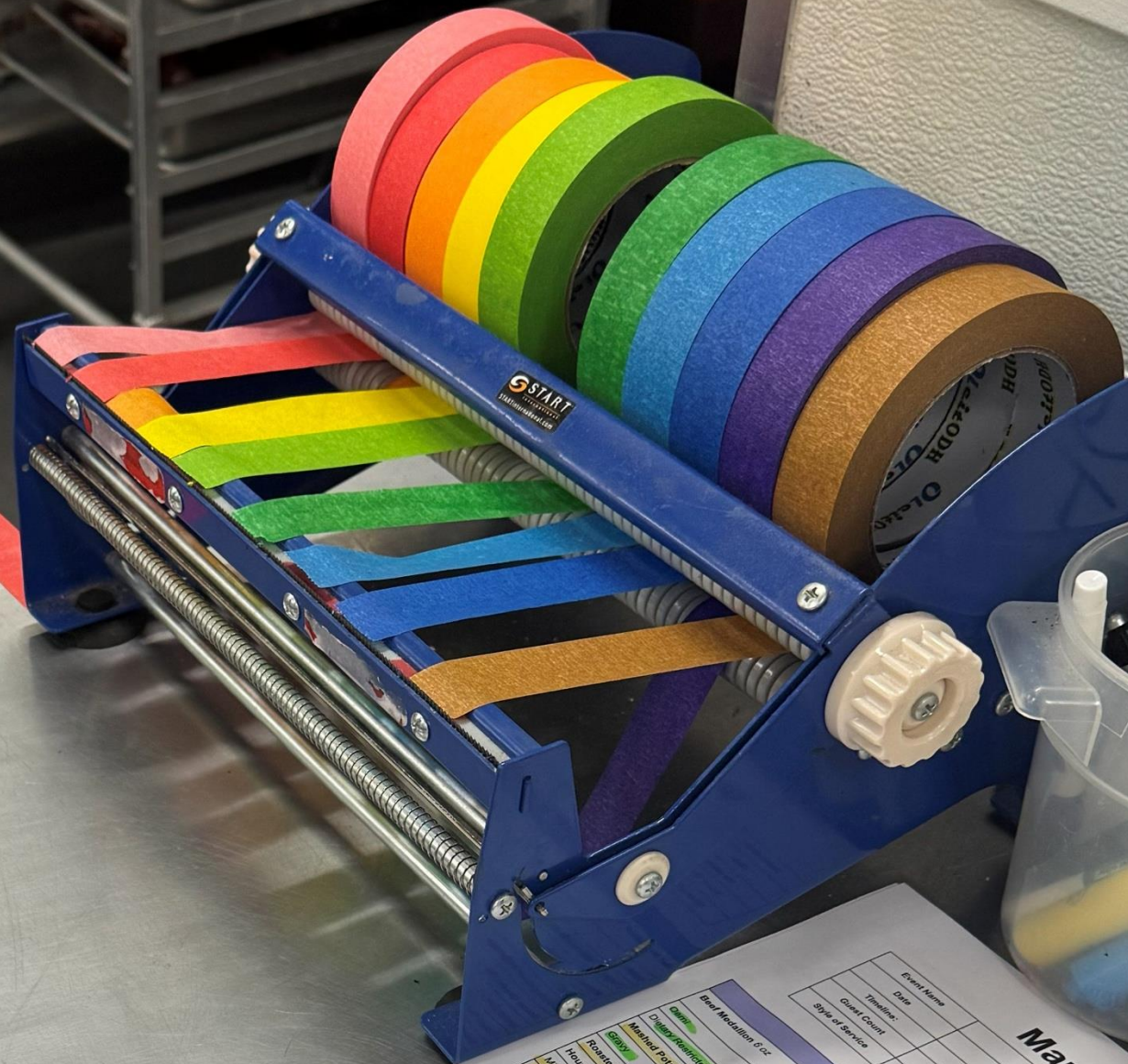
Expanding use of QR Codes





Production Meetings

The Black Hole...



Event Name	
Date	
Guest Count	
Style of Service	
Menu Item	Product
Beef Medallion 6 oz	
Green	
Cherry Roasted Meatloaf	
Green	
Roasted Root Vegetables	
Green	
House Green Salad	
Green	
Grapes	
Sliced Cucumbers	
Relish	
Ranch	
Silken Vn	
Rolls and Butter Pats	
Gourmet Dessert Assortment	
Dairy Cheesecake Mousse Cup	
Cookies	
Bonnies	
Coconut Macaroons	

Market 2353
Lafayette and Austin's Big Day
8-10 Sunday
Pickup 2-5 pm
50
Butter

A collection of writing instruments is arranged horizontally on a wooden surface. From top to bottom, there is a black Sharpie Permanent Marker, a red Sharpie Permanent Marker, a green Sharpie Permanent Marker, an orange Sharpie Permanent Marker, a blue Sharpie Permanent Marker, a yellow Sharpie Permanent Marker, a pink BIC Brite Liner Permanent Highlighter, and a yellow pencil. The instruments are partially covered by a white, semi-transparent rectangular overlay on the right side of the image.

Colored Highlighter Roulette



Manual-Mobile



Digital Conversion Printing



Excellent Communication!



Course Name & Plate Orientation



Which plate, goes with what

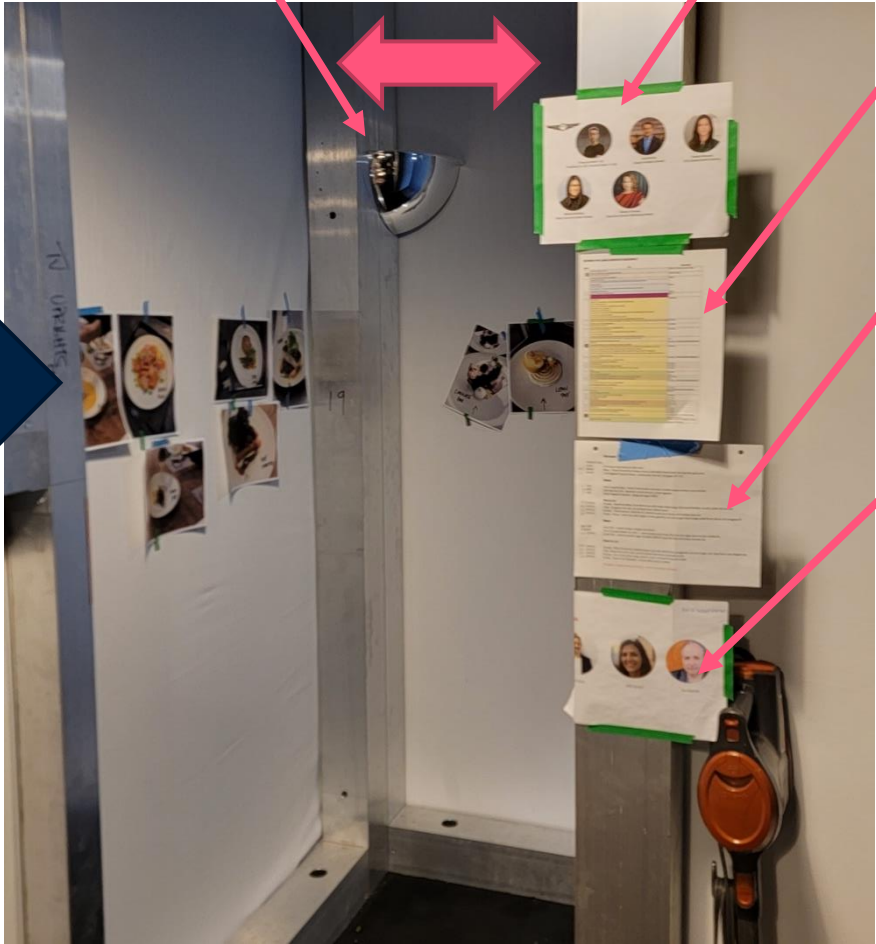
Corner Mirror

VVIP's

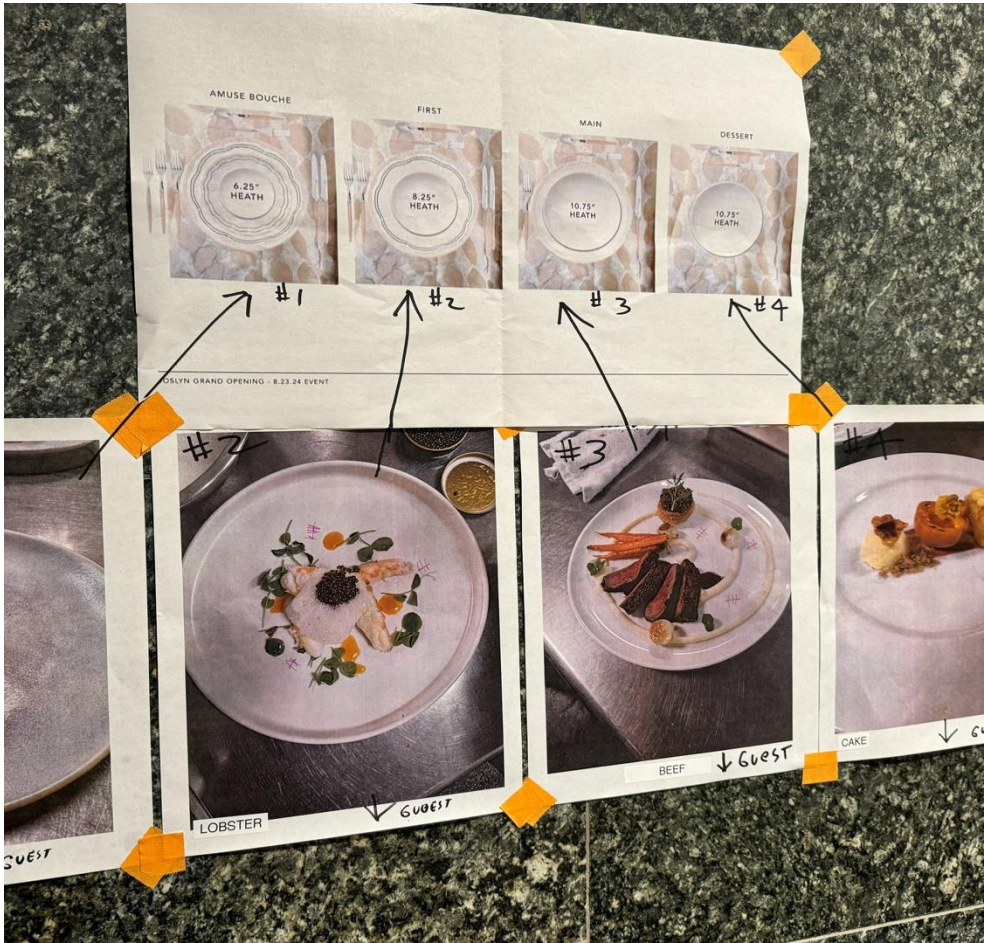
Sequence of Service

Reminders

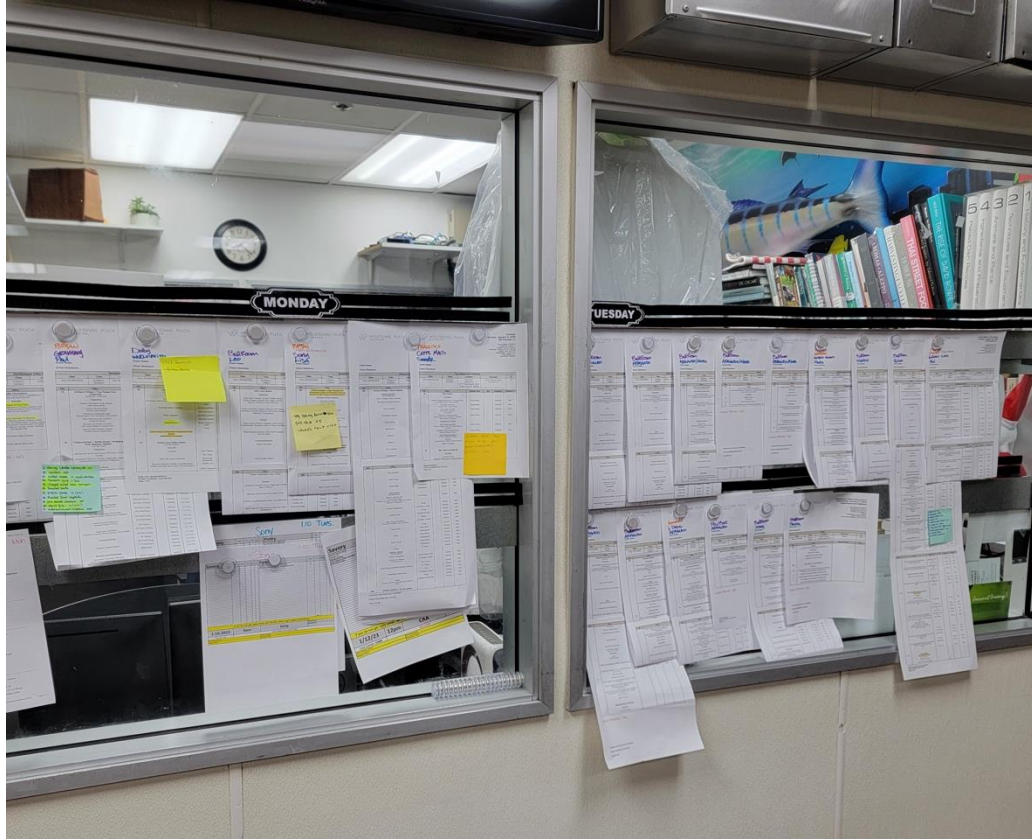
Client Reps



More Excellent Communication!



C = Communication



Production lists – BEO Posted



Mobile Cart Standing Worktable



D = Defects “AKA” Defective



Fuel can fill level

Options: 1, 2, 4, 6 Hours - Ecco Burner

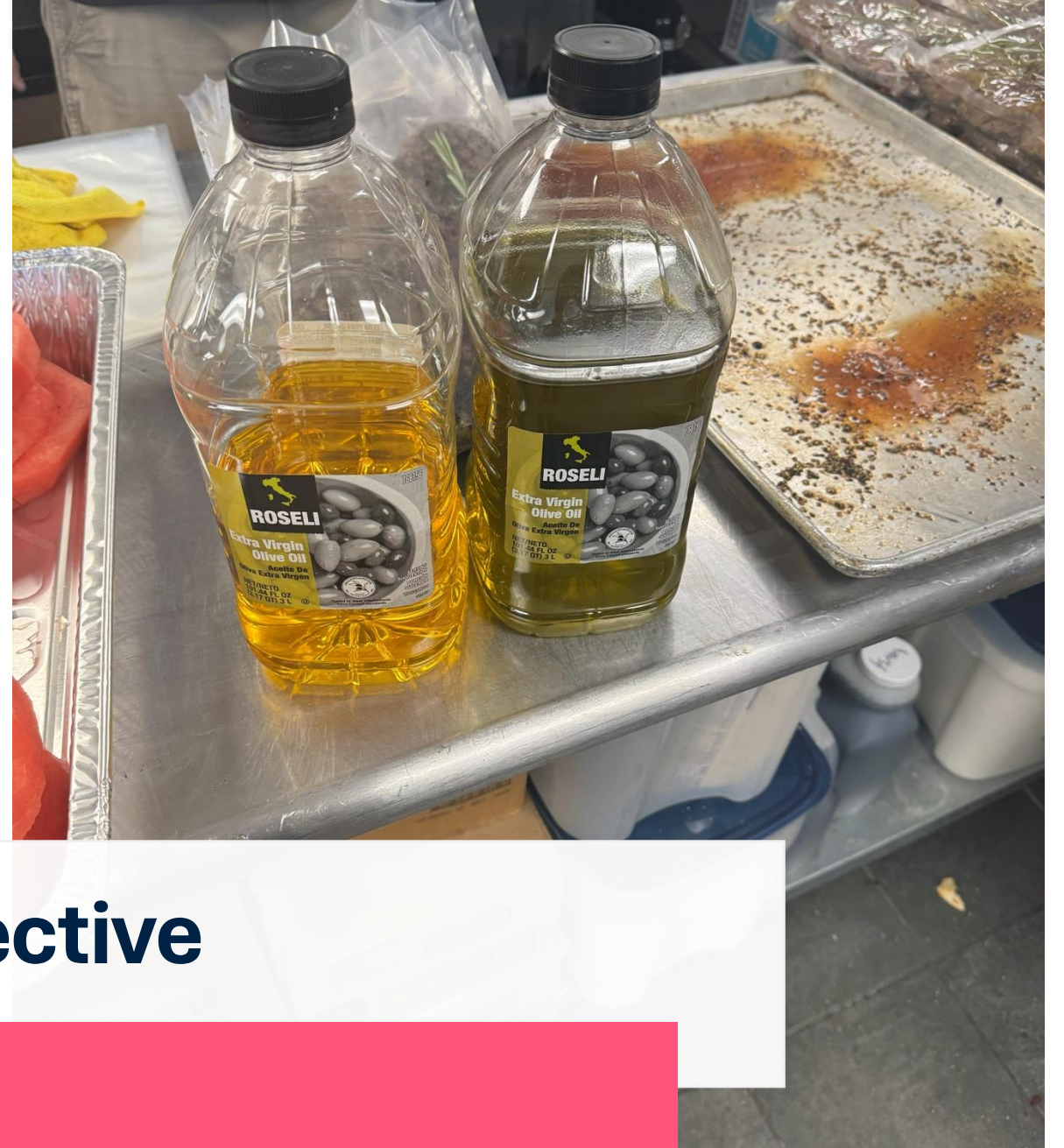


Volume Inconsistent & Quality & Expiration

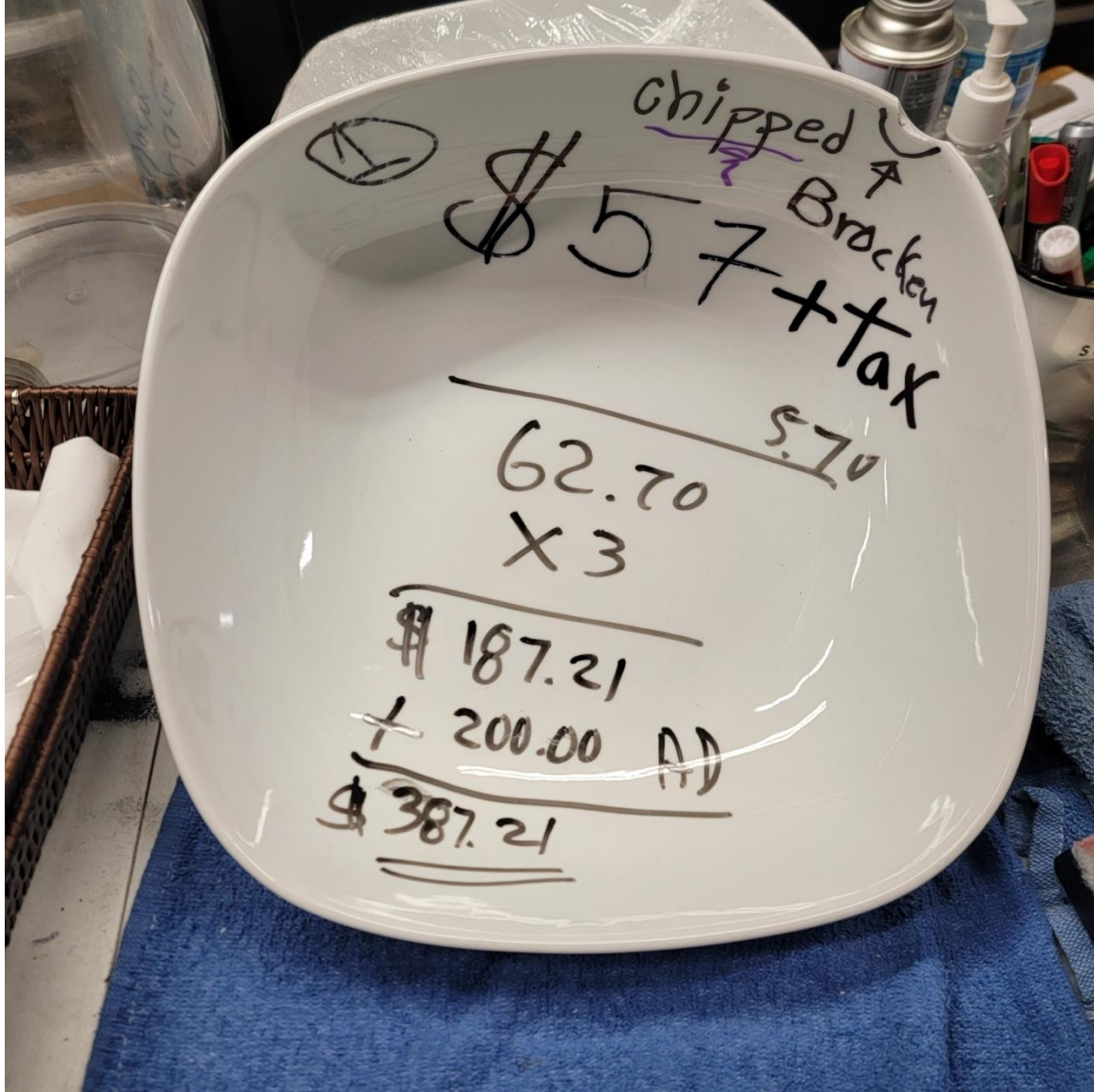
Plus, No Drama...



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Defective



Broken + Replacement Cost



Canned Fuel Storage



O = Overproduction



The 10% Extra!

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



700+ Lbs. of extra ice

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O = Overproduction





Overstocking Bars



40 Gallons extra premix cocktail...



W = Waiting “AKA” Delays

- Information, answers to questions, menu, other staff, equipment, ingredients, workspace, assignments...



Box Truck Stuck in the Gate... 2 hours



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 interests, lack of cross-training, Supervision-Management Training

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T = Transportation



Delivery left outside



Go mobile: Pallet Jack



Stock not put away



Sheet Pan Racks

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I = Inventory

Deli Cups



Cases of Gloves



Tortillas... Employees took home more than sold.

Too much, not enough, location, expiration, rotation, ties up real estate, shelving, and capital





How inventory is stored matters!



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M = Motion Waste

“2 steps or 2 seconds = \$2.00”

- Reaching**
- Walking**
- Lifting**
- Stretching**



Lack of Mise en Place



MISE EN PLACE

me-zahn-plahs

Literal translation: 'everything in its place'

*'Mise-en-place is the religion of all good line cooks. Do not f**k with a line cook's "meez"—meaning their set-up, their carefully arranged supplies of sea salt, rough-cracked pepper, softened butter, cooking oil, wine, back-ups and so on....*

If you let your mise-en-place run down, get dirty and disorganized, you'll quickly find yourself spinning in place and calling for back-up...

That's what the inside of your head looks like now. Work clean!" -- Anthony Bourdain

M = Motion



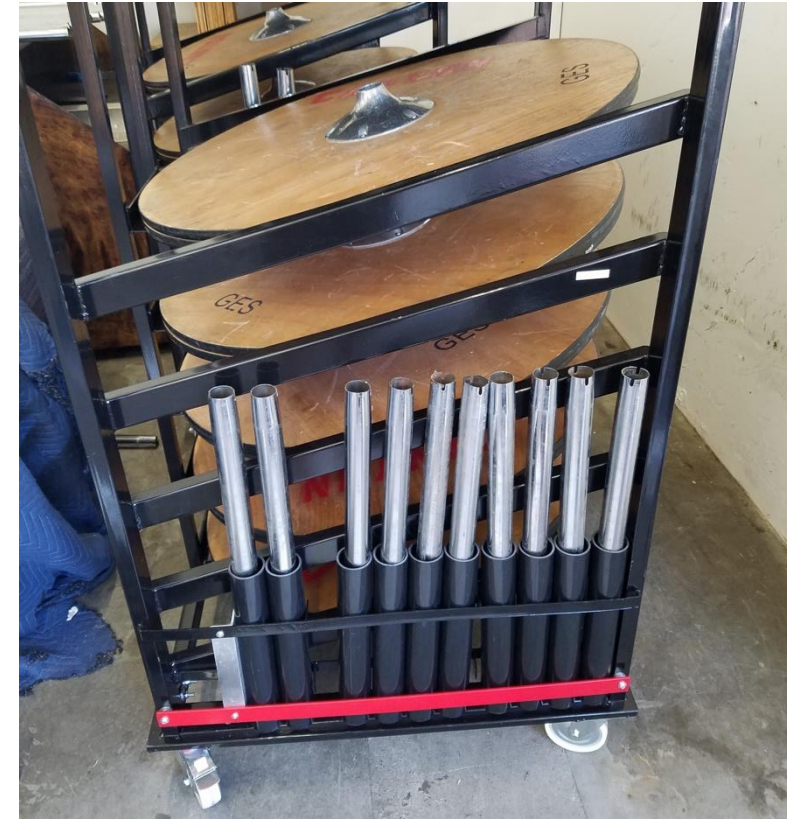
Cocktail Round Storage!



Specific Cart!



Improve What Bugs You!



Improved!



Unloading and Loading the Trucks



Batching...



Motion



Batch Vs. Flow: Plated Service Salads & Desserts



Single Piece Flow





PlateMate: Salads & Desserts



Metro Wire Rack Super Adjustable Shelves -
Clip



Storage and Transportation



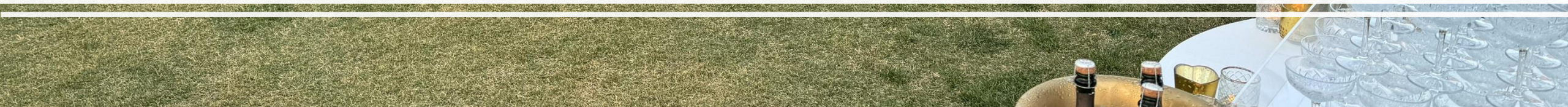


“Wits over Wallet”





Time: 2:45 from Kitchen Expo to Guests' Tables



E = Extra Processing



OHIO = Only Handle It Once



Delivered to wrong location

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Slider Assembly: Lettuce and Cheese



S = Space

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

Error rate was 12% = \$2,200/Mo. refunds



No Mise En Place



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S = Space



“U”
Shape

“L” Shape

After: More Efficient Workspace



- **S – Space Considerations**

- **Not enough space** → congestion, bottlenecks,

- **Too much space** → excess walking, fatigue, more labor

- **Poorly organized space** → tools not at point-of-use

- **Mislocated space** → long distances between prep & service

- **Environment** → Lighting, temperature (Hot-Cold), noise, traffic, worktable height, interruptions, social



**Excessive sheet
pans and 45 ft.
from the usage
area**



Recap:

The Ten Wastes

“CDOWNTIMES”

1	C	Communication
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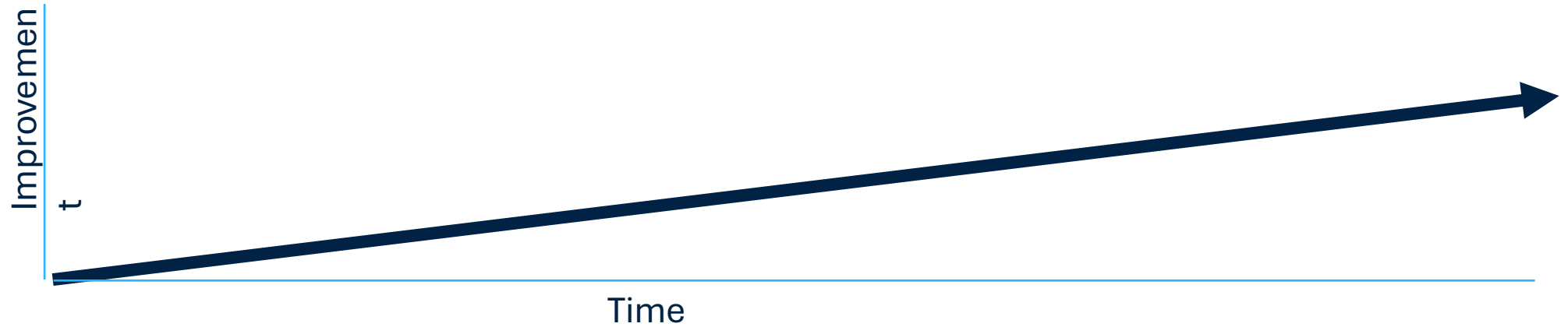


Catering: Start with Overproduction

Look for small 1% improvements!



Pointers...



Focus on Small Incremental Improvements!

Do the math...

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

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**



**Fix “Improve” what
bugs you!**

**See something, do
something!**

**Improvement starts
with “I”**



Ask Why?

Five Times...

**How you ask why,
to engage the staff,
matters!**





**#1 Rule: Management Must Be
Involved, Engaged & Committed.**

Otherwise Failure...



“Culture eats strategy for breakfast.” — Peter Drucker



Leadership starts in the restroom!





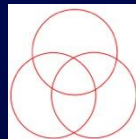
**Your wealth-
profit is in the
waste of “The
Hidden
Kitchen...”
See it and
eliminate it!**



The Hidden Kitchen: How Lean Thinking and Practice Unlocks Flow, Consistency, and Profit!

Thank you!

Roy Porter
Activities Director
Engage Works
tablewizard1@gmail.com



**Art of
Catering Food**
by informa...

