

Glossary | Common Language

Purpose:
Share a common language

Term	Definition	When/Where Commonly Used	Category
A3 Problem Solving	A problem-solving framework that is often on a single sheet of paper (A3 size) using pencil with sections such as Background, Current Conditions, Targets/Goals, Analysis, Proposed Countermeasures, Implementation Plan, and Follow Up	Throughout the process of solving a problem	Lean Framework
ADM – Active Daily Management	A short internal standup-style project meeting used to clarify priorities, task ownership, progress, and ask for help on blockers	Internally by project teams	Meeting; SP Operating System
Cadence	A flow or pattern of activity may also be referred to as Rhythm	Referencing a meeting "cadence" - the frequency in which a meeting occurs	SP Operating System
CAC – Customer Acquisition Cost	The cost of acquiring a new customer, calculated as sales and marketing expenses divided by the number of new customers	Sales and marketing services	Metric; Industry Terminology
CI – Continuous Improvement	An ongoing process that involves making incremental, data-driven changes to refine processes, systems and products over time. Company-wide working sessions where teammates bring content for review and feedback or to learn together	Occurs every Tuesday and Wednesday, as well as every other Thursday	Lean; Meeting; SP Operating System
CLTV (LTV) – Customer Lifetime	The total amount of revenue a business can expect to receive from a customer	Customer data and segment	Metric;

Value	during their relationship	analysis	Industry Terminology
Current Play	How our team is currently deployed to work – who is deployed to what work and what role are they playing Shared at the weekly Roadmapping meeting		SP Operating System
CVE – Customer Value Elements	The values and elements of a service business that the customers perceive as most important to an enjoyable experience	Customer data and segment analysis	Industry Terminology
Cynefin Framework	A tool that helps us identify the nature of problems and guides us in choosing the right approach for solving them.	problem solving	Industry terminology
DoD – Definition of Done	The items that must be completed for a task to be marked as done	Used in ClickUp cards to align upon what “done” looks like	Metric; SP Operating System
DVF – Desirability, Viability, Feasibility	A framework in which a project is analyzed through the lenses of customer desirability, financial viability, and operational feasibility	Often throughout project work and asked as: 1) Is it desirable? 2) Is it viable? 3) Is it feasible?	Product Design Framework
EL – Engagement Lead	The lead for defined projects and Scrum Teams Formerly known as Client Lead		Role; SP Operating System
EOS – Entrepreneurial Operating System	A model of concepts and tools Service Physics uses to manage and organize the business with discipline and transparency	Internally by LT	Framework; SP Operating System
ERACS – Eliminate, Rearrange, Add/Subtract, Combine, Simplify	A systematic method to simplify and streamline a process by following the steps in ERACS	Used by Project Teams on-site during process improvement	Project Terminology
Experiment Plan	A document outlining the objectives, measurements, and changes surrounding an experiment	Used by Project Teams on-site during process improvement	Project Terminology

FSR – Full-Service Restaurants	Restaurants that process and complete orders at a slower rate and typically offer a higher level of service (sit down restaurants)	Restaurant clients	Industry Terminology
FTE – Full Time Equivalent	A full-time equivalent independent contractor at Service Physics or full-time employee at client's business	General labor reference	General Terminology
GTM – Go to Market	A plan to bring a new product or service to market and drive demand, including target audience, marketing and sales strategies and key stakeholders from planning to activation	Marketing and sales; sometimes companies use internally for implementing to employee base	General Terminology
Incidents + High Rollers	A core SoS meeting to highlight important project changes or upcoming client-facing meetings that the Leadership Team should be aware of High Rollers is also a tag in ClickUp	Occurs every Tuesday and Wednesday, as well as every other Thursday	Meeting; SP Operating System
Kaizen	A concept referring to business activities that continuously improve all functions and involves all team members; sometimes also referred to as a “process” that removes unnecessary waste	Used throughout all SP operations	Framework; SP Operating System
KB – Knowledge Base	The library of Service Physics specific knowledge in ClickUp; it shares important information that can be consistently referenced	Used by all SP contractors to find important information in a timely manner	SP Operating System
KDS – Kitchen Display System	An interactive digital screen within a restaurant used to manage customers/orders	Restaurant clients	Industry Terminology
KLP – Key Learning Point	The core concepts and main learnings/takeaways introduced in training modules for knowledge work	During the Training Process for new SPers	Training; SP Operating System
Knowledge Lift	The measurable change in comprehension of Key Learning Points after a training module is completed. It is a metric to assess the efficacy of training materials and is measured through pre and post assessments	During the Training Process for new SPers	Training; SP Operating System

L10 (Level 10)	A weekly leadership meeting designed to maximize productivity and accountability by following a set agenda that keeps the team focused on identifying, assigning and resolving important issues	Internally by LT	Meeting; SP Operating System
Learning Plan	A document outlining the items that must be learned in order to accomplish a project deliverable	By Project Teams throughout an engagement	Project Terminology
LOR – Line Off Rate	A data collection metric that shows the rate at which a finished product leaves the overall production system	Project data collection and data analysis	Metric; Service Delivery System;
LT – Leadership Team	The group responsible for establishing the company’s vision and direction and accountable for respective core functional areas LT structure evolves based on strategy	Often referenced as “LT”	Role; SP Operating System
MBR – Monthly Business Review	An internal meeting used to review the business’s overall performance	An internal Leadership Team meeting once a month	Meeting; SP Operating System
M&IF – Materials & Information Flow	A process mapping exercise with the people closest to the work that starts with the customer value received and works backwards to outline the current state of a process, identifying waste and pain points; Raises collective consciences of the work In Lean, this is called Value-Stream Mapping	Exercise with clients during Improvement projects and sometimes Discovery projects	Project Terminology
MNDA – Mutual Non-Disclosure Agreement	A legal agreement between parties not to disclose any sensitive information	Typically, an MNDA regards client finances and operations	General Terminology
MTT – Methods, Tools, and Training	The required materials and information to programmatically stabilize a work system and introduce standard routines <ul style="list-style-type: none"> • Methods – A way of working or routine that reliably delivers excellence 	Used across all projects as a defined deliverable for the client	Project Terminology; Service Delivery System; Operational Excellence

	<ul style="list-style-type: none"> • Tools – make work easier and/or help detect gaps • Training – ‘learn by doing’ approach so people can use tools & work method to deliver excellence 		
MVP - Minimum Viable Product	The simplest version of the product the team needs to build to sell to the market; The version of a new product which allows a team to collect the maximum amount of validated learning about customers with the least effort		Lean concept; Product terminology
Next Play	Leadership Team is looking ahead in how our team might be deployed to future work based on anticipated changes, such as a new client signing on – who might be deployed to what work and what role might they play		SP Operating System
NRA – National Restaurant Association	Annual conference that numerous Service Physics team members attend to increase SP visibility in the restaurant industry	Referenced as an annual trip	General Terminology
Obeya	Japanese term for “Big Room”; a workspace where teams gather to collaborate and coordinate	Used to reference a collaborative space	General Terminology
OGSM – Objectives, Goals, Strategies, and Measures	A strategic planning framework	Utilized to convey the objectives of a company, function or project or to structure a presentation	Framework
OLO – Online Order	A digitally placed order in restaurants ; It is also a company in the restaurant industry that builds develop and deploys a restaurant technology platform	Restaurant clients	Industry Specific
Operations Excellence	A system for achieving a goal; The application of Methods, Tools, and Training to maximize value		SP Product
PDCA – Plan, Do, Check, Act	A framework for analyzing the effectiveness of a system or solution	Used throughout the SP operating	Lean Framework

		system	
PMO – Project Management Office	A role that provides project & program support that upholds standards and help the company deliver maximum value	All projects	Role; SP Operating System
Problem Statement	The gap between the current state and the desired performance		Lean concept
Project	A defined body of work that is internal or client-facing with an objective, activities, and deliverables with an associated start and date	All projects	Project Terminology
Project Team	<p>A group that is assembled based on skills, expertise and competencies and are responsible for the delivery of a project's objectives or statement of work; Roles and responsibilities should be clarified upfront and throughout to ensure effective and efficient delivery of a project</p> <p>May also be referred to as a Scrum Team</p>	All projects; Some changes may occur throughout project lifecycle	Project Terminology
RACI – Responsible, Accountable, Consulted, Informed or RASCI – Responsible, Accountable, Supporting, Consulted, Informed	<p>A framework to define the responsibility level of team members within a project</p> <ul style="list-style-type: none"> • Responsible – Task Owner, responsible for completion • Accountable – Decision-maker, accountable for success • Supporting - Provides active support to the responsible team member • Consulted – Provided input/expertise advise, not responsible for completion • Informed – Kept up to date, not involved in decision making 	All projects; Best when aligned at project kickoff as a source of truth	Framework; Project Terminology
RoadMapping	A company-wide meeting in which Scrum/Project Teams share the status of their ongoing work and bring visibility to the goals over the next 4 weeks	Every Monday	Meeting; SP Operating System
Retainer	The retainer, also called a partnership model when client-facing, is an ongoing	At the contracting stage of sales	Project Terminology

	engagement where Service Physics works on a prioritized backlog of client projects, fostering a long-term collaborative relationship without a fixed end date		
Rhythm	A flow or pattern of activity May also be referred to as Cadence	Referencing a meeting "rhythm" - the frequency in which a meeting occurs	SP Operating System
ROTB – Rhythm of the Business	The cadences and meetings that make up the operations of a business		SP Operating System
Routine	A structured daily practice that ensures work is done according to established standards and allows for ongoing monitoring and improvement; a standard, repeatable set of actions designed to maintain consistent quality and efficiency May also be referred to as a Repeatable Routine (R2)		Lean concept
Sales Ops	The operation of engaging and signing new clients and client projects		SP Operating System
Scope, SOW, Scope of Work, Work Order, Contract	Referencing the project or contract objectives for a client – the work that needs to be delivered		Project Terminology
Scrum Team	A group that is assembled based on skills, expertise and competencies and are responsible for the delivery of a project's objectives or statement of work; Roles and responsibilities should be clarified upfront and throughout to ensure effective and efficient delivery of a project May also be referred to as a Project Team	All projects; Some changes may occur throughout project lifecycle	SP Operating System
SDS – Service Delivery System	The operational system in which a service-business delivers value to the customer, part of Operations Excellence system	Used across all projects as an all-encompassing term of their	SP Product

		customer-facing operations	
SME – Subject Matter Expert	External Service Physics contractors who are employed over a short period of time to share their expertise in a particular field	SMEs are brought in during projects to provide insights and project support	SP Operating System
Sprint	A time-boxed iteration during which a team works to complete a set of specific tasks, goals, or deliverables		SP Operating System
SoS – Scrum of Scrums	Company-wide meetings that help bring visibility to the work of the Scrum Teams	There are numerous SoS meetings: Roadmapping, Continuous Improvement, All-Review, and Incidents + High Rollers	SP Operating System
SP Ops System (SPOS) – Service Physics Operating System	The system of work that support Service Physics in delivering value to our clients	Every activity, meeting, objective, and role contributes to the SP Ops System	SP Operating System
Standard	A documented 'one best way' for baseline quality and efficiency until the next best way is found, aligned upon, and documented		Lean concept
Sustainability Gaps	Identifying what would cause this deliverable to break over time; it won't break tomorrow but it won't hold up over time	Applies to project work when assessing for operational feasibility	SP Operating System
Tool	Makes work easier and/or detects gaps - typically a visual aid or a software		Lean concept
TPLH – Transactions per Labor Hour	The transaction count divided by the number of labor hours within a specific time period; a typical metric within labor scheduling and evaluation (used to assess labor efficiency and optimize staffing levels)	Productivity metric used within scheduling and labor assessments	Metric

Usability Gaps	Identifying what is missing, unclear or not practical in order for a deliverable to be useable and effective; you can't use it tomorrow	Applies to project work when assessing for operational feasibility	SP Operating System
QRT – Quality Refinement Tool	A tool used to analyze the status of an important document and its readiness to be client-facing	Used by project teams to review the status of deliverables	SP Operating System
QSR – Quick Serve Restaurant	Restaurants that process and complete orders at a quick rate (fast food restaurants)	Restaurant facing project teams	Industry Specific
UNODIR – Unless Otherwise Directed	A phrase used when conveying a course of action over a Slack message that may require Principal or Lead input; ex: “UNODIR by EOD, I will cancel tomorrow’s meeting due to travel conflicts”	Used for small decisions over messages with a timeframe	General Terminology
VSMART	An internal framework setting the expectation that all work should be Visible, Specific, Measurable, Achievable, Relevant, and Time-Bound (VSMART)	Applies to all project work	Framework
Waste	Any activity or process that does not add value to a product or service from the customer’s perspective; there are 7 wastes: transportation, inventory, motion, waiting, overproduction, over-processing, and defects	Referenced throughout SP work, especially by project teams	Framework; SP Operating System
WBS – Work Breakdown Structure	<p>A collaborative exercise to determine the work that will need to be accomplished to reach a project’s objectives and deliverables</p> <ul style="list-style-type: none"> • Pre-contract WBS is a high-level exercise that provides the input into pricing a proposal • Project WBS is a detailed exercise conducted after a contract is signed and deliverables are agreed to and becomes the input into ClickUp as the plan of record 	Project WBS applies to internal and client-facing projects	Project Terminology

Whale Hunting	A weekly strategic meeting that follows Sales Ops in order to deep dive on a prospect(s) to assess needs, motivations and strategize around approach to winning their business	Sales	Meeting; SP Operating System
WIP – Work in Process	An item that is still in the process of being completed, it is not yet at its final stage	Used to define the stage of an item in a project or in Little’s Law	General Terminology

Sustainment:

To add or update content, add a row for the new in term (alphabetical order), insert the generally agreed upon definition, and fill in the other fields as necessary. Ask for a peer to review the definition to ensure it reflects the understood definition.