

# Deliver Excellent Customer Service

## With A SNAP

A No Cost Way  
Restore Full Se...

Bonus  
Content!  
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Special  
Edition



Philip Espinosa

# Deliver Excellent Customer Service With A SNAP

A No Cost Way To Restore Full Service

Philip Espinosa

This book is for sale at <http://leanpub.com/deliverexcellentcustomerservicewithasnap>

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# Coffee Cup Chat

Starbucks is the world's largest chain of coffee shops, with over 19,500 stores in 58 countries. You can get a cup of coffee almost anywhere. You and I both know what a coffee cup chat is. We sit and chat with others over a cup of coffee.



We meet friends, family and co-workers there. Maybe we meet new people or get introductions. Sitting in the coffee shop relaxing, chatting is an enjoyable way to spend an hour or two. What we talk about is generally not complex. Topics range from the trivial to the important to the inspirational.

I have designed databases, hired employees, held staff meetings, negotiated contracts, met new people, planned vacations, played games, listened to my kids and dreamed of the future with my wife – all at a coffee shop. Coffee cup chats.

Think of this book as a coffee cup chat. You decide if this is a

trivial quick read for you. You decide if what you see here is important. You decide if you want to be inspired.

The tone used in presenting SNAP is conversational. This is not an academic treatise. There will be little in the way of charts, graphs or numbers. In fact, none. The subject matter – I believe – is critically important; however, other authors have done the studies, crunched the data and presented the colorful charts. You won't find that here.

This is a coffee cup chat book. Relax. Read it. Engage in a little give and take during the conversation shared here.

You can get through this book in an hour or two. Each section is a few pages, designed to be a quick read, and you can easily jump from place to place.

Thanks for buying this book, this cup of coffee; relax and enjoy it.

# **Part One**

# Four Parts of SNAP

In this section, we cover what SNAP is and why you would want to use it. We provide a summary of the four key parts of SNAP and share with you how SNAP will help you eliminate expectation gaps.

*“It is not the employer who pays the wages. Employers only handle the money. It is the customer who pays the wages.”*

*– Henry Ford*

# What Is SNAP?

SNAP is a communication technique that keeps you connected to your customer.

SNAP stands for Status, Next Steps, Approximate Timeline and Planned Outcome.

Crafting a set of simple statements you address:

- The status of your relationship or the status of what you are doing for the customer;
- The next steps your customer should expect from you or steps you need from your customer;
- The approximate amount of time these next steps might take, or the amount of time until something else will happen;
- The planned outcome, what the customer can expect to see happen or the result of your relationship with the customer.

At the simplest level, a SNAP message is all about keeping your customer as fully informed as possible.

Using SNAP you are able to set and influence expectations, then, demonstrate how your service or product meets or exceeds those expectations.

Using SNAP you are able to establish a framework allowing you to take credit for what you already do well; and to leverage that framework to improve what you do well.

Using SNAP you anticipate your customer's concerns and deliver information before those customer concerns cause anxiety.

Reducing customer anxiety drives up customer satisfaction.

Meeting and exceeding customer expectations drives up customer satisfaction.

SNAP is an easy to use technique.

SNAP is highly effective.

SNAP is easy to learn and easy to teach.

Knowing what SNAP is and that it is easy to use, read on to see why you might want to use SNAP.

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Can you benefit from using a simple communication tool to improve your customer relationships?

Do you want to know more about SNAP and how it can help you be more effective and more productive?

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# Why SNAP?

“Businesspeople have recognized forever that the moment when a customer interacts with a company employee is crucial to the organization’s success. Traditionally, the moral that managers took from this fact was: keep your frontline employees on a tight reign; teach them to come running when they encounter anything out of the ordinary. Today. . . winning companies take a different tack. They understand that the frontline people themselves must be given the authority to make real-time decisions, along with the training that will help them make the right ones.” . . . *from What Really Works, William Joyce, Nitin Nohria and Bruce Roberson*

SNAP connects you to your customer. It gives your customer information they want and need to know. Consistent use will have a positive impact on your customer relationships.

SNAP will improve customer retention. Customer satisfaction. Help you set and guide customer expectations. SNAP will help you to be more efficient. More effective. Will reduce your stress. And, will improve your credibility.

“SNAP is a practical guide and is very useful for improving customer service and client relations. It is a must read guide for client oriented, successful managers,” says Tomas Miller, Chief, Access to Finance at the Multilateral Investment Fund.

SNAP is an excellent tool that anyone can use. Right on the frontline. Right now.

Tom Roberts, Director of the Travel & Tourism Department, Pace Institute, says: “If you believe in the old sales axiom

as I do, that ‘the best prospects you have for new sales are customers or clients you already have,’ then SNAP is an excellent training tool for sales as well as customer service.”

There are two main reasons to read this book. First, you may want to improve how you deliver exceptional customer service. Second, you may want to reduce stress associated with customer relationship management.

How would you rate your overall service level today? Fair? Good? Great? Excellent?

Rate your service level. Excellent – Great – Good – Fair – Poor

How would your customers rate your service? Excellent – Great – Good – Fair – Poor

Consider this: What actually matters is how your customers rate your service – not how you rate it. And, your customers don’t rate your “overall” service level – it doesn’t matter what we want to believe, they rate each separate, individual experience. They talk about each separate experience. Unfortunately, they talk more about the negatives ones.

Check out this link. A musician sings about his flight experience. [Search ‘united breaks guitars.’<sup>1</sup>](#)...

...or, go to: [www.youtube.com/watch?v=5YGc4zOqozo](http://www.youtube.com/watch?v=5YGc4zOqozo)

This is a YouTube video posted by a former United Airlines passenger who experienced less than satisfactory service. Yes, it happens. He tells his story by writing and posting a song about his experience. The lesson for us here is: this video has received over 11,000,000 views – yes, you read that correctly, over eleven million views. (Several months after starting this

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<sup>1</sup> [www.youtube.com/watch?v=5YGc4zOqozo](http://www.youtube.com/watch?v=5YGc4zOqozo)

book, now as I complete the final review, this video has over 12 million views.) I have yet to find an absolutely positive message a customer posted about an absolutely fantastic customer experience that has received anywhere close to this amount of viewership.

So, even if you think your service standard is good enough, or if you think it is great – all it takes is one poor experience and a story told by one dissatisfied customer. No matter your current level of service, focusing on improving your service will give you a competitive advantage. Improve your service level all the time.

You might be interested in ways to improve your customer service because you have read or heard about companies, large and small, that are continually improving their customer experience – and you desire to remain competitive. For leaders and professionals at all levels in today's competitive work place, this is especially true.

If you are in business, working for yourself or a boss, you have customers. These customers are external, perhaps people that pay your company money for products or services. Or, they are internal, people in other departments of your company who rely on what you do so that the company can sell products or services.

Books, such as, “From Good to Great” by Jim Collins, “Winning” by Jack Welch, “The Toyota Way” by Jeffrey Liker or “Smart Trust” by Stephen M. R. Covey, all tell us about the value of exceptional customer service. You have probably read one of these books, or others like them. These are all exceptional books, and I highly recommend them. If you are like me, it is easy to get motivated for a short time after reading these books. Then what?

Many of us buy and read the next book to keep the “momentum” going. We want to improve. The stories in these books are motivational. We say, “Wow,” reading through real world examples of executives at mega-corporations leading service turnarounds, which result in the saving of failing companies or dominance in a market sector. I have to admit, I read many of these books and they motivate me – at least for a while.

Great. However, you may be similar to me and hundreds of thousands of others: We are not all senior executives leading multi-billion dollar enterprises. I am a human resources professional supporting leaders and employees. You might be a director or manager at a hospital. Or an IT professional. Or an activities coordinator for a church. Or a pharmaceutical representative. You might be a small business owner, running an auto repair shop, or you own a hardware store, or you run your own gun shop. You might be an independent insurance broker or a financial planner.

So, what do we do? We are all busy. I don’t have the luxury of delegating to teams of others. I have to deliver, busy day after busy day.

We want to provide the best customer service possible. I want to do this in the simplest way possible. Our jobs are already too busy. Some would say, way too busy to add more to the list of things we do.

What then is your bottom line?

“If you’re accustomed to thinking of the bottom line only as it relates to financial matters, then you may be missing some things crucial to you and your organization. Instead, think of the bottom line as the end, the take away, the desired result.”

*... from Thinking for a Change, John C. Maxwell*

SNAP neither assumes nor cares what your bottom line is. It can and will support a variety of needs and outcomes you may have.

If you own your own business, increasing your profits might motivate you.

If you earn a bonus or commission based on job performance, adding to your paycheck might motivate you.

If your job is just a j-o-b, then making your job easier might motivate you.

Increasing customer satisfaction in order to get any number of other outcomes beneficial to you may motivate you.

If any of this resonates with you, continue reading to learn more about SNAP.

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Are you motivated to improve your business?

Do you realistically know how your customers rate your service?

Do you see one or more ways that SNAP can benefit you?

Do you have one or more specific things you would like to improve about your relationship with key customers?

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# No Cost, Really?

The title of this book proclaims “A No Cost Way to Restore Full Service”. Really? No cost? Here’s the simple answer: **Yes, really, no cost.**

Of course, nothing is really no cost. It cost you a little bit to get this book, and it cost you some time to read it. And it may cost you some time to share SNAP with your team. And it may cost you some time to experiment with different versions of a SNAP statement to find the one that work best for you. You may also have a modest investment if you fly me in to conduct training for your organization.

However, you will not need to invest a lot of money, you will not need to plan a budget in order to afford SNAP, you will not need a chief financial officer to do a return on investment analysis. You will not need your computer systems department to approve complex technology. You don’t need to set up a savings plan and save up for months or years. You don’t need to swap out expensive equipment in order to afford SNAP.

I could go on and on. But, I think you get the idea. You can get SNAP up and running right here and right now. It is truly plug and play.

“One of our challenges involves communication – between office staff, doctor and staff, or staff and patient,” says Whitney Kuhne, a dental assistant with over thirteen years of direct patient care experience. She goes on to say, “Working in a dental office is stressful enough! If we are not constantly

communicating it leads to future problems and more un-needed stress. And the only people who suffer are the patients. SNAP is an excellent and easy way to communicate with everyone in the office, and it costs nothing. This lets you concentrate on what matters the most to you...your patients. Thanks SNAP!"

SNAP is no cost. It is yours. Run with it!

So, yes, the cover of the book accurately proclaims SNAP is a no cost way to restore full service. Now, let's look at how to put the four no cost parts of SNAP together.

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Are you willing to invest in "no cost" approach?

Are improved customer relationships, improved business outcomes and improved personal effectiveness important to you?

What would the impact of improved customer service be to your company?

What would the impact of improved customer service be to you professionally?

Are you willing to invest personal and professional time in learning about, experimenting with and mastering SNAP?

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# **Part Two**

# Putting It All Together

In this section, we cover the four key parts of SNAP in more detail, provide examples for each part of SNAP and then help you put them all together. We present samples and then compile those samples into complete SNAP statements.

*“Quality in a service or product is not what you put into it. It is what the client or customer gets out of it.”*

*– Peter Drucker*

# The Parts of SNAP

Let's look briefly at the various parts that make up SNAP. We will then look at each part in more detail, sharing a bit more insight into how you can best use and leverage SNAP.

SNAP stands for –

- Status
- Next Steps
- Approximate Timeline
- Planned Outcome

A SNAP statement is made up of four parts. A great SNAP statement is approximately two to five simple sentences – put together they deliver the SNAP message. Don't measure your SNAP statement quality by how many sentences are in it – two to five sentences is just a guide. If you write statements that are longer, look at them to make sure that, for your needs, longer is better. I find that shorter, to the point, is better. That way you can deliver a SNAP message in 30 seconds.

Let's look at the four parts of SNAP.

**Status.** Mention the status of: A request; an order; current wait times.

**Next Steps.** Mention what specific next steps the customer can expect. Mention more than just the immediate next step; mention two or three steps that follow.

**Approximate Timeline.** Mention how long the current status will exist, how long it will be until the next step is completed,

and the due date for the planned outcome. This timeline might be in minutes if you are selling burgers, and might be days or weeks if you are doing custom work or building software solutions.

**Planned Outcome.** Mention what the customer can expect to see, get, receive, and have delivered. It doesn't matter if they know what they ordered or requested, tell them anyway. And, many times, we have customers, especially internal customers, who may submit requests and not really know what they are going to get. Tell them.

Here, a word of advice: keep the tone of your SNAP message conversational; keep it consistent with your customer experience. You know what is best here. I find that conversational, informal, everyday language works best.

Let's revisit the fast food lunch order from earlier in the book.

“Excuse me, sir, I know you just placed your order, however, right after we put your order through we also got slammed with a very large order from a tour bus – some really famous country star, they won't tell us who it is, but, I think it will be on the news tonight. Anyway, your sandwich is being made right now and will take a few minutes longer. Usual wait time for us about two to three minutes, we should be able to get your meal out in a little over five minutes. I hope that is not too much of an inconvenience. Will that be ok?”

This statement is five sentences, including the closing question. I admit, the first sentence does run on, however, it fits the tone and circumstance for the customer. The tone is conversational and comforting.

Here is some other advice – what not to do. I have experienced some SNAP users walking through a SNAP message just like

they were reading a script. You have heard that, too, at times when placing a to-go order at a restaurant.

“I would like a burger, fries and soda to go.”

“Will that be for here or to go?”

There you go, that is a script. Autopilot. You don’t want your SNAPS to be autopilots. Here’s another approach to avoid.

“Ok, so I need to tell you about the status of \_\_\_\_\_. Now let me tell you what the next steps are; they are \_\_\_\_\_. Now I will let you know what the approximate time line is; it will be \_\_\_\_\_ for us to follow-up. The planned outcome at the end of all this is \_\_\_\_\_. ”

Don’t laugh. After reading this example, you might be saying to yourself that you would never deliver a SNAP message like this. However, the example above is drawn from my personal experiences in coaching others about SNAP; I can’t make this stuff up.

This is a good SNAP message: “Your request to post a full time analyst has been approved today and was posted today. Jobs are posted for five days, after which we will refer the top 10 qualified candidates to you. Your recruiter for this job is Bob.”

Three sentences.

Here’s another way I have seen less than perfect statements. We do use email a lot, and the above message will easily go into an email. See the sample and please don’t do this: “Status: analyst posted. Next steps: candidates will apply; will send over to you. Approx time: will send applicants after job closes. Planned outcome: you fill the job.”

Once again, this is taken from real life. Please don’t do this. You may be able to check off a box and say to your boss or

team, “Yeah, I used a SNAP message,” but this type of message does not help you.

As you put the parts of SNAP together, don’t settle. Push yourself to write and use purposeful, conversational and meaningful messages.

You will notice in the example of good SNAP statements that the words status, next steps, approximate timeline and planned outcome are rarely used. We can tell these things to our customer without being blatant about it.

Like Norm, the master carpenter, who uses specialized tools to do polished and professional work, use SNAP to add polish and a high level of professionalism to your customer interactions.

A quick start approach to SNAP is to draft out ideas for each of the four parts of SNAP. Then, just put them together. To ensure a highly effective message, as you draft and compile the four parts of SNAP, remember this axiom: less is more.

These four parts of SNAP all work together. One does not work well without the others. Let’s look at each part in greater detail.

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Do you see how easily the four parts of SNAP work with each other? Do you have time during the course of a routine day, dealing with routine customer issues, to draft out and use three sentences to improve outcomes?

If you had to choose, using SNAP or dealing with regular customer issues, which would you choose?

Is it worth your effort to add another specialized tool to your toolkit?

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# **Part Four**

# Why Workshop?

“In a global economy, nothing matters more than service. You might have hundreds, even thousands, of competitors—and that means your customers have hundreds, even thousands, of alternatives to doing business with you. Ultimately, the way customers are treated will make or break an organization.” . . .  
*. from Results That Last, Quint Studer*

SNAP is simple and easy.

Perhaps, too simple and too easy.

A senior director I worked with several years ago planned out several SNAP sharing opportunities for his team. He presented the concept. He asked for feedback. He asked if the team was committed to improving customer service. The members of his team all responded saying that they thought using SNAP was a great idea. They all said that they were committed to improving customer service.

This director was excited about the feedback he received from his team. He and I discussed this as an excellent start one day over lunch.

Share the idea or concept with your team, and most likely – with most average teams – there will be understanding and acceptance. Of course, you will most likely hear your team say, SNAP just makes sense. Let’s do it!

A little while later I checked in with him. Several weeks had gone by. I asked if he was still using the SNAP technique. He looked crestfallen as he replied. I learned that he was still

interested in the concept, and though his team had expressed acceptance during the training sessions, no one on the team was using the technique.

Check back with your team a week later, or a month later. You might be surprised to find that SNAP is not being used. If it made sense when first shared, then why is SNAP not being used?

Are you and your team really willing to invest in change to embrace SNAP? Are you willing to focus on exceptional service? Are you willing to add SNAP into your service delivery tool kit? Are you willing, here and now, to do this, even though it is new or different from what you are currently doing?

Doing something different requires change. Change is linked to discomfort – change moves us away from the comfort of what is most familiar to us. We don't do what is best for us, we do what is most familiar. Whatever is most familiar to each of us is usually driven by our past practice – which has turned into our current set of habits.

So, getting SNAP into use is a matter of changing habits. Actually, it is a matter of choosing to understand the need to change a habit and choosing to act on that understanding. Don't kid yourself, this is not easy. SNAP is easy, but, changing habits is not easy.

Developing a habit, for example, the habit of using SNAP, requires purposeful practice.

“Habits are formed by consciously practicing certain actions repetitively, over a period of time. It takes practice and time lapse for [habits] to be formed.” . . . *from When Good Isn't Good Enough, Ron Willingham*

A popular myth suggests that it takes 21 days to form a habit, or, 21 days to break a habit. More current research suggests that habits are strongly linked to some form of reward – sometimes it is a reward we are aware of and, at other times, it is a reward of which we may not be consciously aware. We just know we do what we do. We might be avoiding pain, avoiding something uncomfortable, or avoiding the unknown. We might be moving towards something comfortable, something easy or, more likely, something we know.

Have you ever heard the statement: “That’s just the way we do it.” Maybe another version: “We have always done it that way.” When people say this they are saying they are comfortable repeating a pattern of behavior without thinking about better ways of doing things. The subconscious reward might be ease of use (something we know), predictability (more stuff we know), or a reduced need to think (staying with what we know).

All too often we don’t take time to think these patterns through, so we continue to repeat patterns of behavior that might have worked at some time in the past – but fail us today.

Things change. Our competition changes. Our customer’s expectations change. The economic reality in our communities, our states, our regions and the places where we work changes. We don’t have to like the fact that things change, but, we do have to know that to remain relevant we also need to change. SNAP is so powerful when used consistently, because SNAP messages can be adjusted, edited and customized quickly, on the fly.

Understanding this and choosing to use SNAP is the first step. Next steps can be shared during SNAP training.

Consider running a SNAP training series. Covering SNAP

once and hoping all will be good, generally, will not be sufficient. A series of sessions will allow you to introduce SNAP, personalize it for each team member, reinforce key WIIFMs, and draft real world examples. Best results come from covering this over the course of several sessions, and not trying to cover everything all at once, hoping for change.

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Can you clearly state why using SNAP will help you?

Can you clearly state why using SNAP will benefit your customers?

Do you really want improved customer service and improved business outcomes?

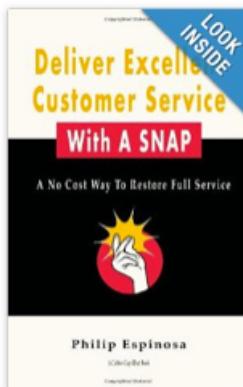
Are you able to share these reason with others?

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# **Books by Philip Espinosa**

Deliver Excellent Customer Service With A SNAP  
Focus On Your Success  
Writing On The Go With Scrivener  
Writing With Scrivener and Leanpub

# Deliver Excellent Customer Service With A SNAP



Available on Amazon as a soft-cover or an ebook.

Your customers are the life blood of your business. This book presents a simple approach, using a powerful communication technique to connect with your customers. Restore full service by proactively informing your customers about the status, the next steps, the approximate timeline and the planned outcomes they can expect. In conversational language you will learn what this technique is and how you can master it – today.

Get the soft-cover from Amazon by clicking [here<sup>2</sup>](#).

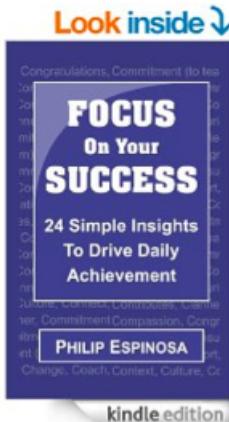
Get the ebook from Amazon by clicking [here<sup>3</sup>](#).

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<sup>2</sup><http://www.amazon.com/gp/product/1479283126?ie=UTF8&camp=213733&creative=393177&creativeASIN=1479283126&linkCode=shr&tag=leadingfullci-20&qid=1392503298&sr=8-2>

<sup>3</sup><http://www.amazon.com/gp/product/B00AF2N68Q?ie=UTF8&camp=213733&creative=393177&creativeASIN=B00AF2N68Q&linkCode=shr&tag=leadingfullci-20&sr=8-2&qid=1392503298>

# Focus On Your Success



Available as an ebook from Amazon.

Are you interested in: Improving your relationships with others? Being more productive day to day? Connecting with customers? Engaging your team? Delivering results?

If so, then Focus On Your Success with 24 Simple Insights To Drive Daily Achievement.

This book is a collection of simple and concise thoughts that busy business professionals can use as guides in their everyday professional life.

You will notice as you focus on your success there are things you can do for yourself, and, perhaps more importantly, things you can do to help others.

There are, on average, 20 workdays in a month and four

weekends. Read and reflect on one of these concepts at the start of each workday, and one each weekend.

The challenge for us as professionals is to embrace these concepts with our intellect and to incorporate them into our actions – those things we actually do.

Get the ebook version from Amazon here<sup>4</sup>.

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<sup>4</sup><http://www.amazon.com/gp/product/B00D733JDW?ie=UTF8&camp=213733&creative=393177&creativeASIN=B00D733JDW&linkCode=shr&tag=leadingfullci-20&qid=1392503298&sr=8-5&keywords=philip+espinosa0>

# Writing On The Go With Scrivener



Use mobile technology to enhance your content creation. Scrivener is a powerful desktop writing application. Use some simple tools to extend your writing. Anywhere. Anytime.

Write on the go. Whether you write fiction, non-fiction, blog posts, short stories or other content. Create, edit and sync your content anytime and anywhere. Grab inspiration anywhere, anytime. Step-by-step instructions along with over 150 images and screen shots – this quick read has lots of information to help users of Scrivener write on the go.

The method presented here, writing on the go with Scrivener, is a simple, effective and efficient way to use the power of the Scrivener desktop application and also to write while you are on the go. It will improve your focus on content, allow you

to write anywhere with your mobile devices and keep your Scrivener projects in sync.

Be mobile. Be effective. Stay up to date with your writing no matter where you are.

The writing on the go process lets all authors write, review, edit, and grab inspiration any time. No matter where you are.

With over 150 screenshots and images, this is a large ebook.

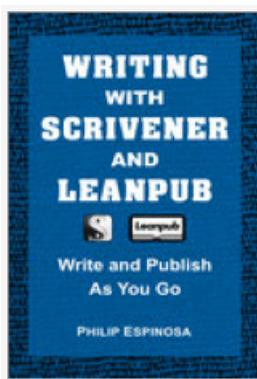
[Get the ebook version from Leanpub here<sup>5</sup>](https://leanpub.com/writingonthegowithscrivener). Available as Kindle, Nook/iBook or PDF.

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<sup>5</sup><https://leanpub.com/writingonthegowithscrivener>

# Writing With Scrivener and Leanpub

Write and Publish As You Go



Write. Manage project with Scrivener. Export text files. Publish with Leanpub. Edit with Scrivener. Publish. Add content to Scrivener. Publish again. More content. Publish. More content. Publish.

This book shows one way to publish as you go using the powerful writing tool Scrivener along with Leanpub, a publish as you write platform.

This approach provides an easy to follow work flow, allows for sharing draft work with beta readers, and makes frequent and periodic updates extremely easy.

Use this path to publishing to motivate yourself, focus on content and get draft copies of your ebooks out there in the

hands of others.

The basic assumption is that writers want to be read. So, publish early, publish often, get read early, get read often.

Scrivener supports research, writing, editing, file exports, and is one of the best content creation apps available.

Leanpub provides a rapid publishing experience for ebooks.

[Get the ebook version from Leanpub here<sup>6</sup>](https://leanpub.com/writingwithscrivenerandleanpub). Available as Kindle, Nook/iBook or PDF.

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<sup>6</sup><https://leanpub.com/writingwithscrivenerandleanpub>

# **In Closing**

to Mindi

and to all the teams that contributed over the past 20 years

# Thank You

A book is not written in isolation.

I would like to give a special thanks to my wife, Mindi, for putting up with the many – perhaps, too many – hours I spent “on the computer” with this project, for her critiques and honest input. Thank you to my parents, Dr. and Mrs. Alvaro Espinosa, for ideas and suggestions that kept me grounded.

And to many others, including: Tomas Miller; Toni R. Linn; Thomas Hackett; Scott James; Kevin Hurlahe, Tom Roberts; Monica Treacy; Martin Espinosa; Erica Miller; Roger Kohn; Katherine Espinosa, Jeremy Kuhne, Whitney Kuhne and Eddie Smith. This project would not be complete without their input, ideas and comments.

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Thank you and good luck with all your SNAPS.

# About the Author

Philip Espinosa is an experienced executive with a track record of success in improving service levels, reducing operational overhead, cost savings and spearheading large-scale projects and programs. He has a special interest in helping teams achieve success. Key roles serving in the military, the public sector and in healthcare formed his approach to service and efficiency. He believes that excellent service starts with delivering outcomes the customer values and that intentional focus is the cornerstone of effectiveness.

With a bachelor's degree in journalism and a master's degree in business, he has focused on connecting with customers in order to deliver value. He describes value as a result of partnering with people: People > Partnerships > Value.

Philip worked at The Library of Congress; with an agency providing communications support to the White House; and, with healthcare systems in Michigan, Pennsylvania and New Mexico. While serving in the U. S. Army at The Pentagon he learned the importance of keeping key customers (senior military officials) informed: the beginnings of SNAP were formed.

His belief is that success comes from listening to the customer. "There always seemed to be those customers who were satisfied," he says, "while others were not. Discounting for the occasional personality disorder, the differences seem to boil down to the expectation gap. Success for me is managing that gap, and delivering the results that my customers value."

Philip has used the SNAP technique with teams to run software projects, large scale recruiting efforts, to lead and participate with merger and acquisitions, to staff new facilities, and to support the most basic of daily, routine customer transactions.

He is a contributor to the leadership site [www.hrcsuite.com](http://www.hrcsuite.com)<sup>7</sup>.

You can read more about SNAP at the web site: [www.snapthegap.com](http://www.snapthegap.com)

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<sup>7</sup> <http://www.hrcsuite.com>

## Deliver Excellent Customer Service With a SNAP

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Philip Espinosa



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