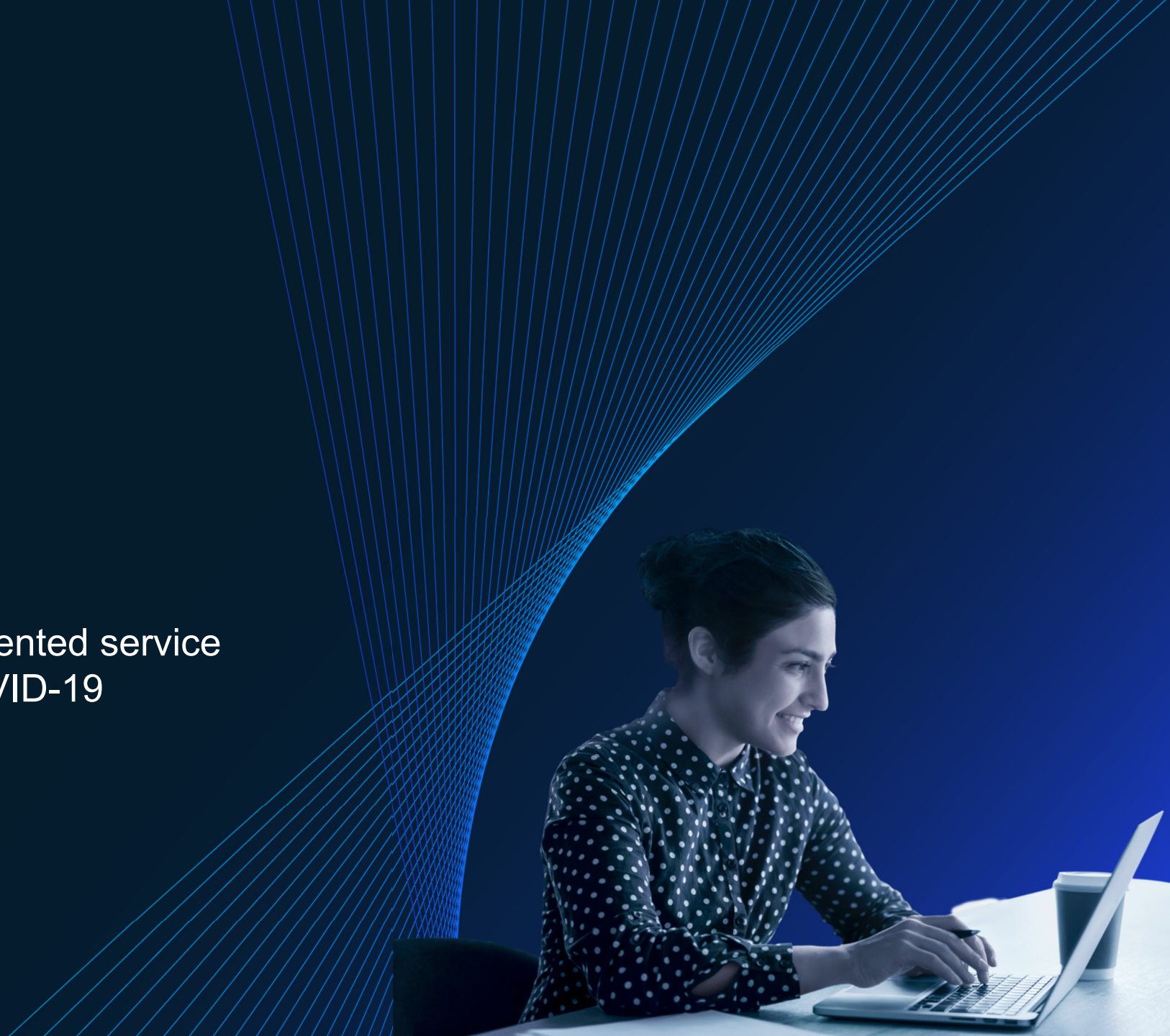


McKinsey
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Contactless service and operations: Airlines

Improving and enabling human-oriented service
and operations in response to COVID-19

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The IDEA Framework in action: sector examples

Contactless Service and Operations was developed to provide a framework for reevaluating an organization's key customer and employee journeys and interactions in light of COVID-19. It focuses on making those journeys and interactions better not just safer.

The goal of the **IDEA Framework** is to help organizations reimagine mission-critical priorities, investments, and operations while providing the “human” elements related to service.

This document provides a sector specific example on how the process of the **IDEA Framework** could be applied.

If you would like to view additional details of this approach please click here ([link](#) to CxO)

Organizations should follow local regulations and country-specific circumstances before implementation of specific interventions.

This content consists of insights from McKinsey's operations and design practice and is provided “as is” solely for informational purposes. It does not constitute or is intended to be legal or safety advice. Organizations should consider all applicable laws, standards, and country-specific circumstances before adopting any measures. Organizations should engage their own legal counsel and safety experts to ensure compliance.

The IDEA framework provides a process that can help identify human-centered solutions for evolving business scenarios

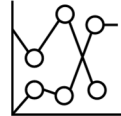


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

Identify types of in-person interactions for priority journeys within three main buckets:

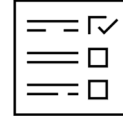
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

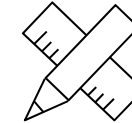
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



Develop & Execute solutions

Develop and roadmap solutions across three horizons:

- Immediate needs to continue or re-start critical operations
- Re-prioritizing and accelerating key initiatives
- Investment in distinctive long-term solutions



Adapt & sustain

Operationalize solutions across the organization, iterating and adjusting to meet the needs of the evolving situation

Empower teams to stay ahead of emerging situations and bring learning back to the organization







The first step of the IDEA framework is to identify interactions and areas of concern across key journeys and interactions

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



Detailed areas per type of interaction and operation

		 Goods transfer	 Services	 Internal tasks/processes
Interaction types	 Employee to employee	Baggage handling Handing off paperwork and signatures (eg, flight manifest) Restocking flight provisions (eg, food and beverage)	Customer-service agents and gate agents working at the same station Cleaning crews Loading/unloading crews TSA agents	Pre-flight checklists Flight announcements Corporate employees working at desks
	 Employee to customer	Baggage handling Ticket scanning Ticketing/check-in/bag drop TSA checkpoints/verification	Food & beverage service Airline customer service (within airport) Gate agent announcements Boarding process In-flight service	Upgrade clearance Gate-checking bags Flight attendants boarding from same area as passengers
	 Customer to customer	Moving luggage for stowage during boarding Communal baggage tags	Dense queues at check-in, security, pre-boarding, boarding, flight Shared airplane bathrooms Airport restaurants and restrooms	Airport security bins Shared air circulation Touching elevator buttons and railings in terminal

Once identified, organizations are advised to diagnose and prioritize areas of concern

ILLUSTRATIVE EXAMPLE OF CURRENT PASSENGER JOURNEY

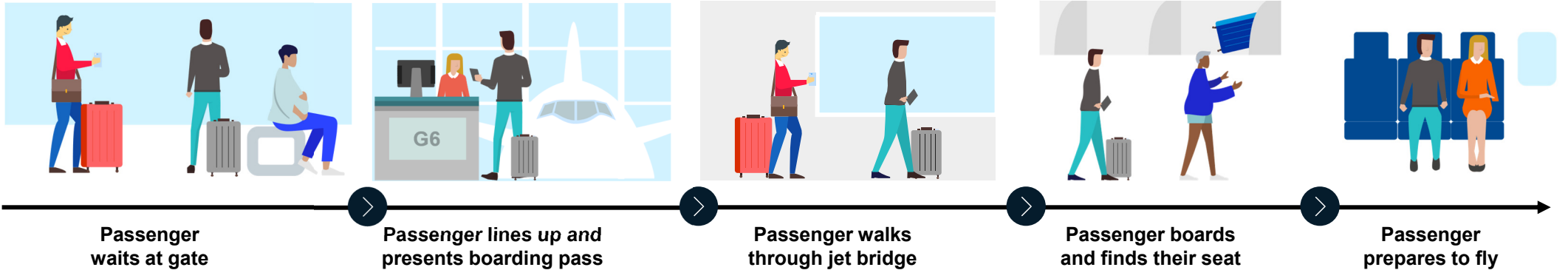
E2E: Employee to employee

E2C: Employee to customer

C2C: Customer to customer



At gate and boarding journey



Potential interactions

C2C Sitting down in crowded waiting area E2C Speaking with agents at gate E2C Checking bag at the gate C2C Customers walking by each other to get to the bathroom	E2E Multiple gate agents sharing terminals, equipment C2C Crowding in lines waiting to board by group E2C Scanning boarding passes	E2C Additional security screening C2C Crowding in a single line while waiting to board via an unventilated jet bridge E2C Airline staff needing to get past passengers to plane	C2C Aisle crowding C2C Touching seats while walking up aisles C2C Stowing carry-ons in overhead compartments C2C Needing others to stand to get to own seat	C2C Interacting with other passengers C2C Touching shared surfaces (armrests, seats) E2C Speaking with flight attendants
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Companies can seek to develop and execute solutions to help improve safety and experience across key business elements

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



Potential levers that could be utilized in solutions



New offers & services



Policies



Processes



Digitization

Innovations and improvements could address guest and associate safety and comfort in and around the airport

A



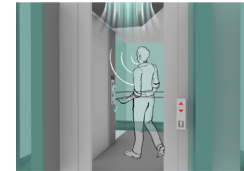
Contactless check-in and bag drop-off

B



Private pods in lounges

C



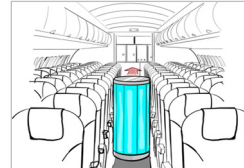
Contactless boarding

D



Health checks at boarding

E

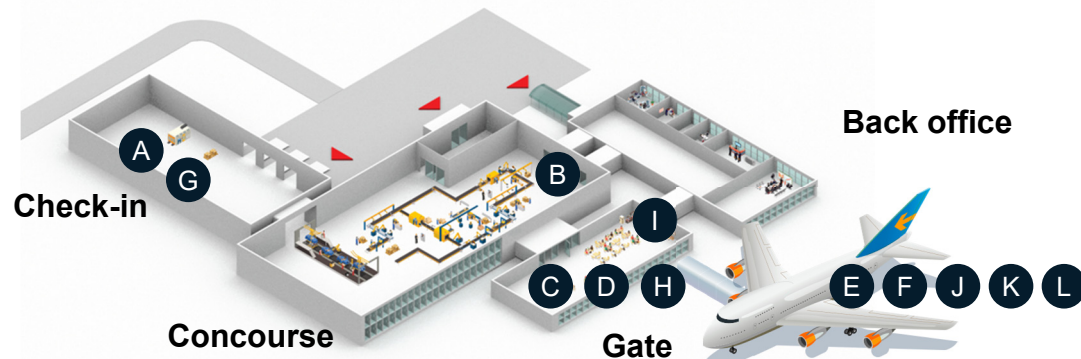


UV cleaning robot

F



Extra-filtering air vents in plane headrests



Potential additional examples

G Temperature measurement upon entry

H Remodeled movement flows

I Seats spaced in gate area

J Upgraded PPE for viral protection

K Communication of guidelines to guest

L Hot spot surfaces marked with color

The last step to consider is to pilot, adapt, and scale solutions as appropriate, keeping employee and customer experience in mind

ILLUSTRATIVE FUTURE STATE JOURNEY EXAMPLE

POTENTIAL ACTIONS TO CONSIDER



	Pre-airport	Airport/Pre-flight	Onboard/In-flight	Post-flight	
Potential actions to consider	Exploring & booking Being enticed to travel Deciding if travel is safe Researching safe options Booking	Arrival, check-in & security Check Arriving at the airport Check-in and baggage-drop Security check	Waiting/using services at the airport Meals & shopping Finding your gate Waiting for boarding	Boarding & in-flight experience Boarding and transport to airplane Stowing hand luggage Ordering meals/snacks Using toilets	Arrival/traveling to destination Deplaning Customs Baggage claim
Reopen	COVID-19 clean certification	Distancing measures at the airport (for queuing)	Limit physical contact as much as possible (contactless experiences)	Provide sufficient space and distance at waiting area	Avoid crowded aisles
Reopen & immediate needs	Provide flexibility in booking (easy cancellation/ no penalty cancelation policy)	Limit physical contact as much as possible	Assure safety of customers (updated information, cleaning stations/tools, etc)	Ensure hands-free boarding	Certified network clean vehicles (eg, hotel airport van, Uber partnership)
	Continuous communication with customers	Assure safety of customers (updated information, cleaning stations/tools etc)	Remove high-touch objects (clocks, pen, pads)	Avoid using buses to airplanes	Extended health insurance for employees
Reimagination	Touch-free journey				
	Safety and assurance to customers (easy access to customer service, clear updated information online, distanced passengers on flights, etc)	More automated, touch-free interactions	Provide accurate, real-time, customized information via great experiences that build trust and joy	Constantly disinfect aircraft	Communicate on destination statistics & recommendations
		Increased/ automated disinfection of public spaces	Touch-free bathrooms & elevators	Create special solutions for high-risk groups	Provide guidance and clear contact for emergencies
Distinctive long-term solutions	Support customers in finding new, safer destinations	Avoid bottlenecks of airport layouts, expediting passengers directly to their gate	All snacks/meal orders by app	Experiment with new services and experiences to bridge gaps in digital journeys and design for new customer behaviors	Touch-free immigration for high-risk travellers
	Travel risk assessment in app		Lights controlled by app/voice	Rethink aircrafts of the future with much higher hygiene and health-safety standards	Concierge on destination
	Touch-free visa processes	Be prepared to provide medical care whenever/wherever needed	Door is unlocked with app and opens automatically		
	Flexibility (short-term planning)		Voice- or app-activated lights, blinds/curtains, entertainment		
	New types of insurance				