



Contactless service and operations: B2B food services

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

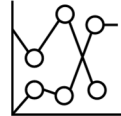


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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

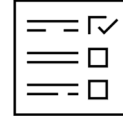
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

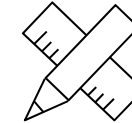
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



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 IDEEA framework is to identify interactions and areas of concern across key journeys and interactions

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



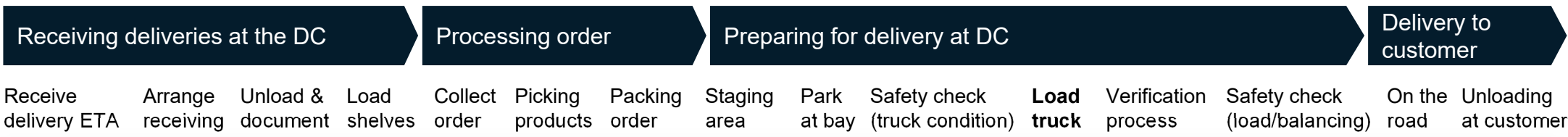
Detailed areas per type of interaction and operation

		 Goods transfer	 Services	 Internal tasks/processes
Interaction types	 Employee to employee	Handling goods while packing cases, pallets, and totes at distribution centers Handling documents and paperwork Helpers unloading cases with driver during distribution Team lifts of heavier goods	Interactions while working on the same customer application or request In-person meetings, trainings, services Sharing devices, equipment, and office supplies (including in break room) Operating shared equipment (forklifts, pallet jacks, conveyor-belt controls)	Shared office and desk spaces Interactions during lunch or other breaks Cleaning, maintenance, general operations at offices Restocking equipment and machinery supplies
	 Employee to customer	Touching cases while unloading at restaurants Touching doors and surfaces while unloading cases	Unlocking/locking restaurant during delivery Speaking with customers: guards at gates, employees receiving goods during daytime deliveries Obtaining a signature from customer, if needed	Printing, copying, faxing, and other information services Using restrooms at customer sites or on the road
	 Customer to customer	N/A: not applicable	N/A: not applicable	N/A: not applicable
Customer-to customer interactions are not typically part of B2B food service distribution flows				

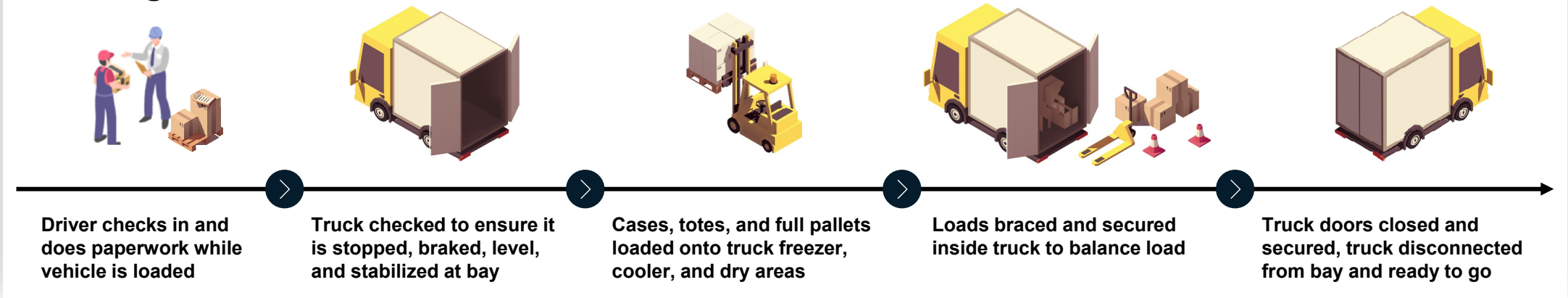
Once identified, organizations are advised to diagnose and prioritize areas of concern

ILLUSTRATIVE EXAMPLE

E2E: Employee to employee E2C: Employee to customer C2C: Customer to customer



Loading truck at the distribution center



Potential interactions

- | | | | | |
|---|---|---|---|--|
| <ul style="list-style-type: none">E2E Interactions between driver, supervisors, and loading crewE2E Handling paper forms, pens, clipboardsE2E Using same keypads, scanners, and terminals | <ul style="list-style-type: none">E2E Verbal communication among loading crewE2E Working together to stabilize and secure truck at loading bay | <ul style="list-style-type: none">E2E Multiple pallet jack operators travelling in same warehouse routes and corridorsE2E Loading crew operating shared equipmentE2E Using touchscreens on shared equipment and devices | <ul style="list-style-type: none">E2E Multiple employees in unventilated truck containerE2E Same cases and packaging touched by multiple employeesE2E PVC strip blinds brushing against every employee entering/exiting truck | <ul style="list-style-type: none">E2E Multiple employees touching same door handles and controls to close and disconnect truck |
|---|---|---|---|--|

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 distribution center (DC)

A



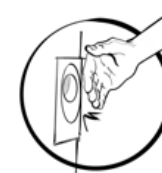
Clearly identified and marked "hot spot" surfaces

B



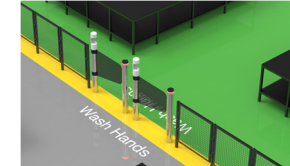
Workforce hygiene standards training & assigned team guards

C



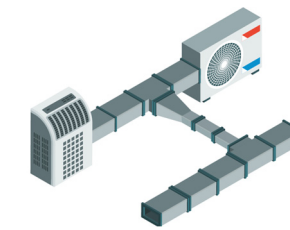
Re-designed low-touch doors, handles, and interfaces

D



Hygiene checkpoints between zones

E



Improved air filtration and ventilation systems

Case picking

Cold storage

Staging area

Warehouse offices

Bays

Potential additional examples

- F Remodeled movement flows in distribution center
- G Preparing and sanitizing truck cabs for driver
- H Fully digital interactions (ie, check-ins, status reports, inventory management)
- I Confirm compliance of suppliers with agreed-upon safety measures
- J Worker proximity sensors in offices and loading bays
- K Strictly scheduled and verified disinfection routines
- L Staggered shifts and breaks
- M Physically distanced office arrangements and flows
- N Increased use of automation for picking and packing
- O Upgraded PPE procedures

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

