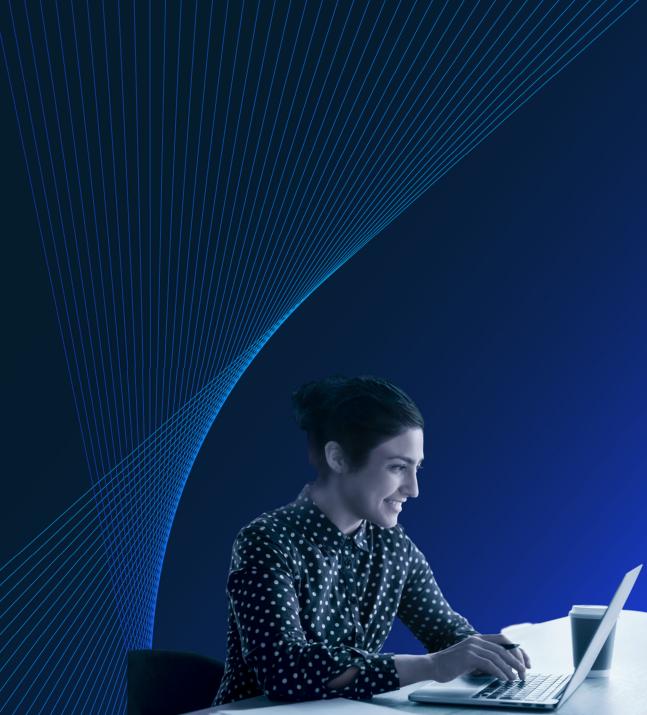
McKinsey & Company

Contactless service and operations: B2B food services

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



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 reimagines 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 longterm 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	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 R2R food service distribution flows		

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



Receiving deliveries at the DC

Processing order

Preparing for delivery at DC

Delivery to customer

Receive delivery ETA Arrange

Unload &

Picking Packing Staging

Safety check

Load

Verification

Safety check

On the Unloading

receiving document shelves order at bay (truck condition) truck (load/balancing) road products order area process at customer

Loading truck at the distribution center











Driver checks in and does paperwork while vehicle is loaded

Truck checked to ensure it is stopped, braked, level, and stabilized at bay

Cases, totes, and full pallets loaded onto truck freezer. cooler, and dry areas

Loads braced and secured inside truck to balance load

Truck doors closed and secured, truck disconnected from bay and ready to go

Potential interactions

E2E Interactions between driver, supervisors, and loading crew

E2E Handling paper forms, pens, clipboards

E2E Using same keypads, scanners, and terminals

E2E Verbal communication among loading crew

E2E Working together to stabilize and secure truck at loading bay

E2E Multiple pallet jack operators travelling in same warehouse routes and corridors

E2E Loading crew operating shared equipment

E2E Using touchscreens on shared equipment and devices

E2E Multiple employees in unventilated truck container

E2E Same cases and packaging touched by multiple employees

E2E PVC strip blinds brushing against every employee entering/exiting truck

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)



Clearly identified and marked "hot spot" surfaces

Case picking

Warehouse offices



Workforce hygiene standards training & assigned team guards

Staging area



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



Hygiene checkpoints between zones



Improved air filtration and ventilation systems

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



Cold storage

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



Receiving deliveries at the DC

Processing orders

Collect order from customer

Pick products for order

Pack cases and pallets

Stretch-wrap pallets

Preparing for delivery at DC

Delivery to customer

Receive supplier delivery







Potential consider

Reopen

needs

Reopen & immediate

Arrange receiving Schedule ETA at DC

Unload and document

Load shelves, repalletize if

Stage order in warehouse

Assign bay to truck

Assign crew to specific truck

Schedule timeslots

Park truck at designated bay Secure vehicle and open doors

Load and secure order

Safety checks and verification

On the road and at customer

actions to

needed

COVID-19 clean certification

Providing online options for certain processes (digital signing)

Confirm compliance of suppliers with agreed-upon safety measures

Remove high-touch objects (clocks, pen, pads)

Physically distanced office and warehouse layouts and flows

Strict limits on number of people in offices and warehouses

Daily temperature checks

Enforced PPE while prepping order

Staggered shifts and breaks

Gloves, wipes, and hand sanitizer available throughout warehouse

Sanitization of truck cabs for drivers and restocking PPE

Workforce hygiene standards training & assigned team guards

Reduced equipment sharing with detailed cleaning checklists

Temporary removal of PVC strip blinds when loading trucks

Drivers wait in designated, physically distanced area while trucks are loaded

Employee assignments reworked to minimize number of interactions Driving between customer sites Stopping at rest stops

Parking/unlocking at customer

Unloading at customer location

Delivery confirmation paperwork

Communication with customers and end consumers on safety efforts

Enforced physical distancing when delivering at customer sites

Enforced PPE during deliveries

Sanitization of all surfaces touched at client site

Reimagination

Distinctive long-term solutions Fully digital interactions during receiving (ie, check-ins, status reports, inventory management)

Increased/automated disinfection of door handles

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

Increased automation of picking and packing processes

Worker proximity sensors in offices and warehouses

Strictly scheduled and verified disinfection routine

Clearly identified and marked "hot spot" surfaces

Touch-free food service processes

More touch-free interactions and movement controls

Touch-free bathrooms

Remodeled movement flows in distribution center

Hygiene checkpoints between distribution center zones

No shift overlaps to minimize in-person employee interactions

Hygiene team guards trained, assigned to each crew

Improved air filtration and ventilation systems in truck

Safety and assurance measures verifiable by customers

End-to-end RFID tracking of goods and who touched them along the supply chain

Detailed tracking of drivers for possible contact tracing