McKinsey & Company

Contactless service and operations: Industrial facilities

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



Equipment transfer



Services



internal tasks/processes



Employee to

- Shared PPE
- Shared equipment (eg, tool kit, vehicle)
- Shared stationary (eg, pen, paper signup sheet, badges)
- Shared tech devices (eg, keyboards, mouse, tablets)

- Multiple employees are put into a crew
- Supervisor cross-team check-ins
- Job transfer between general team and specialty teams

- Job briefing in small rooms
- Change into PPE
- Face-to-face post shift report
- Crowded exits/elevator for entering & leaving the facility
- Stairwells, handrails





Employee to customer/ contractors

- Equipment usage or shared customers/contractors' items
- Materials leaving and entering plant on vehicles
- Security checks
- Service confirmations, work inspections, follow-up sheets
- Contact info (eg, business card)
- Service-work scheduling processes that require both the employee and customer to touch the same tablets/ paper for signature

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







Potential interactions

E2E group meetings and briefings

E2E locker room interactions

E2E team structure

E2E shared PPE

Team/shift

Interactions

E2E close screen interactions

Engage in control

room operations

E2E shared surfaces and equipment

E2E shared and paired operations

E2E confined spaces

Shared

equipment

E2E interaction with plant machinery

E2E shared surfaces

E2C interaction with external parties

Engage with customer.

contractors

E2C interaction with external equipment

E2E 1:1 conversations

Supervisor

engagement

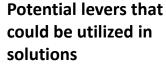
E2E: physical reporting handoffs

Companies can seek to develop and execute solutions to help improve safety and experience across key business elements

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE

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





New offers & services



Policies



Processes



Digitization

- A Remodeled movement flows
- **B** Upgraded PPE for viral protection
- **C** Improved air filtration and ventilation
- **D** Touch-free handles/interfaces
- E Temperature measurement upon entry
- **F** Frequent sanitation of vehicle & tools
- **G** Controlled entry to production space
- **H** Hygiene zones for mechanics
- I Health ID and employee risk categorization

- J UV locker room cleaning bot
- **K** Visual physical-distancing/sanitization cues
- L Worker proximity sensors in kitchen
- M Clean working kits
- **N** Communication of guidelines to crews
- O Staggered and scheduled crew deployment
- P Contactless security check entrance

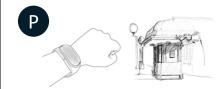
Entrance

E Garage & inventory

Potential additional examples



Touch-free handles and interfaces



Contactless security check entrance



UV locker room cleaning bot

Main production

space

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



	Pre-shift	In shift			Post-shift
	Arrival	Job briefing & deploy	Perform duties on shift	Progress check-in	End-of-shift hand-off
Potential actions to consider	Security check into the facility Getting ready	Job briefing in small room Change into PPE Get assigned tools & vehicle	Conduct inspection & work on jobs Engage with customers & contractors at location	Supervisor progress check-in and problem solving	End-of-shift report Return PPE & tools Going home
Reopen	COVID-19 clean certification	Audio/video job briefing in open space	Creation of customer/contractor communication protocols	Video calls for supervisor check-in	Pre-populated end-of-shift report, no need to touch the
Reopen & immediate needs	Line up spacing to keep distance between employees	Creation of PPE & tool	Field intelligence guide for	Leverage LBS and camera	device
	when doing security check	sanitization protocols Provide extra sanitization supplies	crews to quickly look up tips when feeling sick	to track crews' productivity	End-of-shift body temperature scanning
	Proactive outreach to identify employees who feel sick		Temperature-taking scanners at entrance of buildings		Sanitization procedure before
	Creation of employee sanitation				returning PPE & tools
	protocols				Modified shift ending times to stagger reporting time and reduce traffic
			Fully digital facility		
Reimagination Distinctive long-term solutions	Touch-free security check process	Virtual job briefing via digital channels	UV sanitization stations for phone	VR/AR remote job guidance between crews & supervisors	Voice entry to generate end- of-shift report
	Leverage advanced analytics to stagger employee entry time and reduce traffic	Smart PPE & tool-tracking system	Biometric authentication for customers & contractors	Drone to help deliver missing tools/ supplies	UV-C cleaning bot for locker rooms and offices

UV-C radiation is a known disinfectant for air, water, and surfaces and has a wavelength within 100-280 nm range.