

# 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 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

---

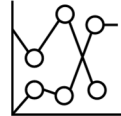


## Identify interactions & areas of concern

### Identify the types of work environment relevant to the business

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

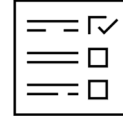
- Employee to employee
- Employee to customer
- Customer to customer



## Diagnose & prioritize areas of concern

### Prioritize areas of concern using multiple lenses:

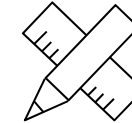
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



## 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

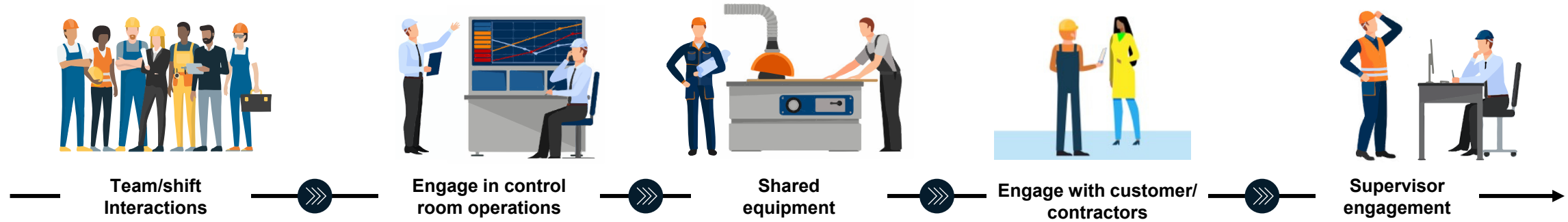
		 Equipment transfer	 Services	 Internal tasks/processes
Interaction types	 Employee to employee	<ul style="list-style-type: none"><li>• Shared PPE</li><li>• Shared equipment (eg, tool kit, vehicle)</li><li>• Shared stationary (eg, pen, paper signup sheet, badges)</li><li>• Shared tech devices (eg, keyboards, mouse, tablets)</li></ul>	<ul style="list-style-type: none"><li>• Multiple employees are put into a crew</li><li>• Supervisor cross-team check-ins</li><li>• Job transfer between general team and specialty teams</li></ul>	<ul style="list-style-type: none"><li>• Job briefing in small rooms</li><li>• Change into PPE</li><li>• Face-to-face post shift report</li><li>• Crowded exits/elevator for entering &amp; leaving the facility</li><li>• Stairwells, handrails</li></ul>
	 Employee to customer/contractors	<ul style="list-style-type: none"><li>• Equipment usage or shared customers/contractors' items</li><li>• Materials leaving and entering plant on vehicles</li></ul>	<ul style="list-style-type: none"><li>• Security checks</li><li>• Service confirmations, work inspections, follow-up sheets</li><li>• Contact info (eg, business card)</li></ul>	<ul style="list-style-type: none"><li>• Service-work scheduling processes that require both the employee and customer to touch the same tablets/ paper for signature</li></ul>

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

ILLUSTRATIVE EXAMPLE



## Workday journey



## Potential interactions

- |   |   |   |   |  |
|---|---|---|---|--|
| <ul style="list-style-type: none"><li>E2E group meetings and briefings</li><li>E2E locker room interactions</li><li>E2E team structure</li><li>E2E shared PPE</li></ul> | <ul style="list-style-type: none"><li>E2E close screen interactions</li><li>E2E shared surfaces and equipment</li></ul> | <ul style="list-style-type: none"><li>E2E shared and paired operations</li><li>E2E confined spaces</li><li>E2E interaction with plant machinery</li><li>E2E shared surfaces</li></ul> | <ul style="list-style-type: none"><li>E2C interaction with external parties</li><li>E2C interaction with external equipment</li></ul> | <ul style="list-style-type: none"><li>E2E 1:1 conversations</li><li>E2E: physical reporting handoffs</li></ul> |
|---|---|---|---|--|

# 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**



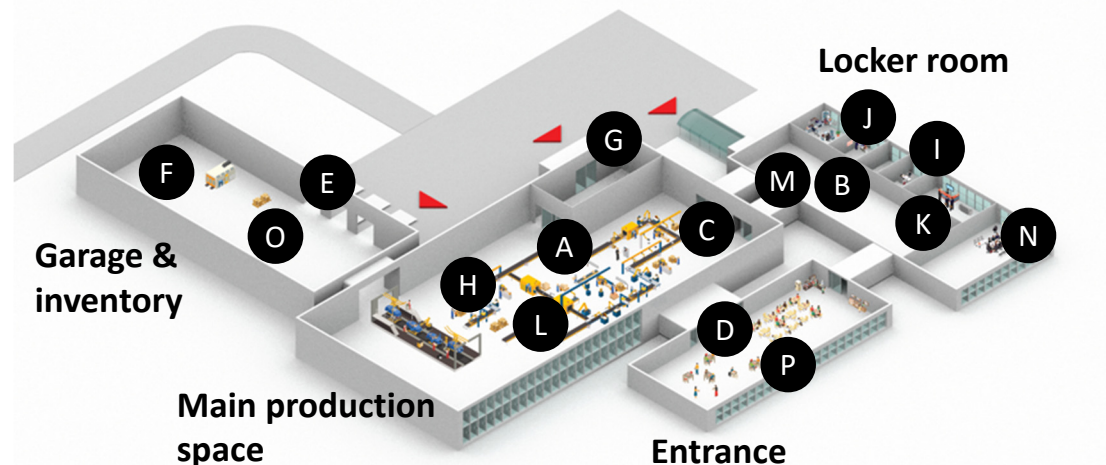
**Processes**



**Digitization**

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

- |   |   |
|---|---|
| <b>A</b> Remodeled movement flows                   | <b>J</b> UV locker room cleaning bot                  |
| <b>B</b> Upgraded PPE for viral protection          | <b>K</b> Visual physical-distancing/sanitization cues |
| <b>C</b> Improved air filtration and ventilation    | <b>L</b> Worker proximity sensors in kitchen          |
| <b>D</b> Touch-free handles/interfaces              | <b>M</b> Clean working kits                           |
| <b>E</b> Temperature measurement upon entry         | <b>N</b> Communication of guidelines to crews         |
| <b>F</b> Frequent sanitation of vehicle & tools     | <b>O</b> Staggered and scheduled crew deployment      |
| <b>G</b> Controlled entry to production space       | <b>P</b> Contactless security check entrance          |
| <b>H</b> Hygiene zones for mechanics                |   |
| <b>I</b> Health ID and employee risk categorization |   |



Potential additional examples

**D**



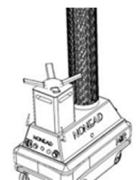
Touch-free handles and interfaces

**P**



Contactless security check entrance

**J**

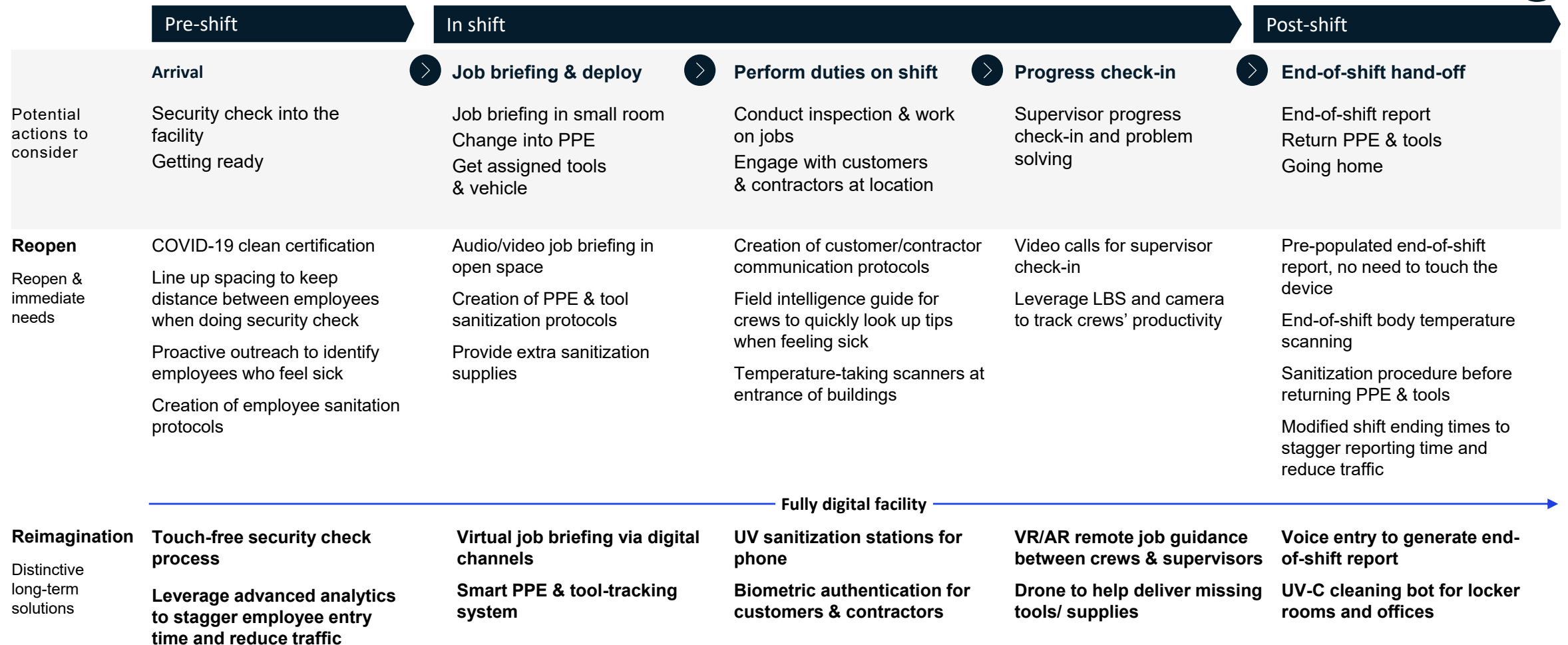


UV locker room cleaning bot



# 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



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