

Contactless service and operations: Rail operations

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

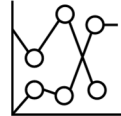


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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

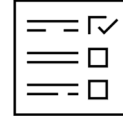
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

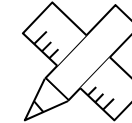
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



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



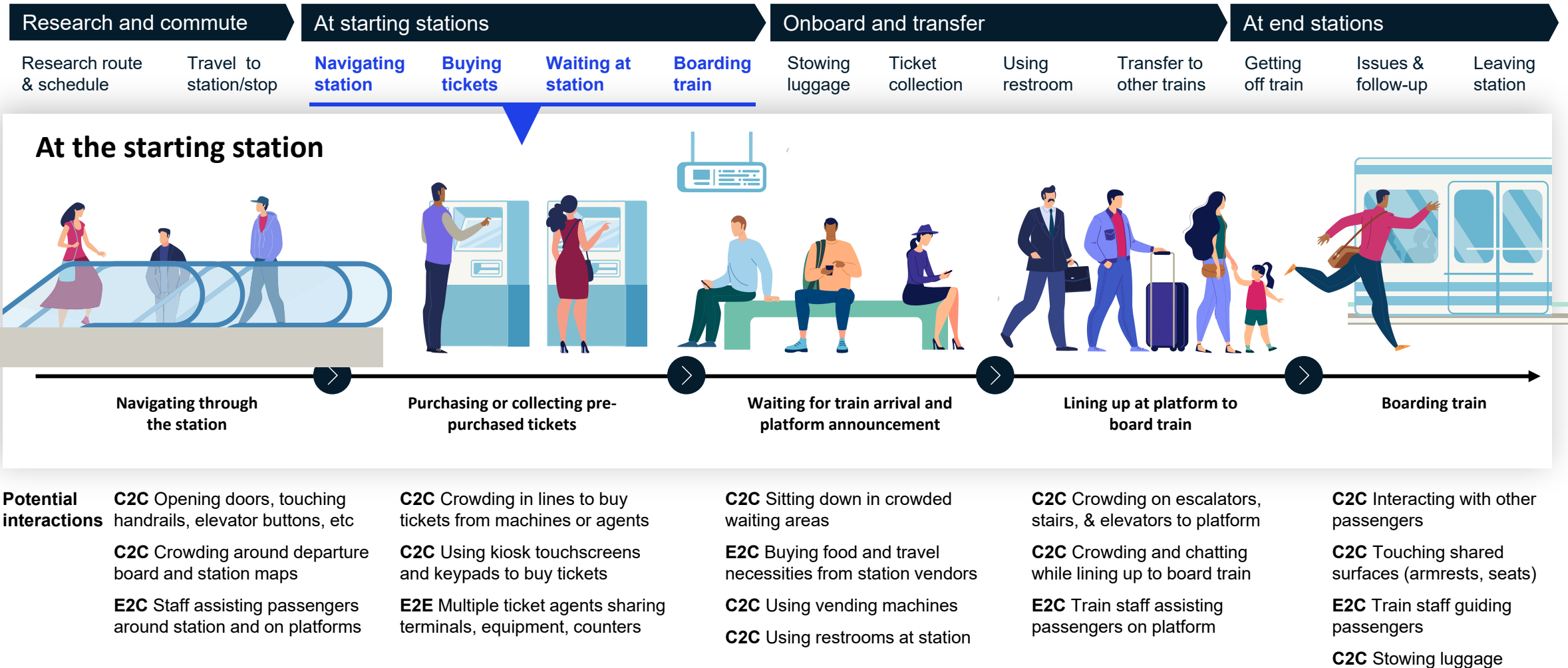
Detailed areas per type of interaction and operation

		 Material transfers	 Services	 Internal tasks/processes
Interaction types	 Employee to employee	<ul style="list-style-type: none"> Paperwork and documents Restocking train provisions Shared terminals, equipment, and devices at the stations and on board 	<ul style="list-style-type: none"> Customer-service agents and platform agents working at the same station Cleaning crews Loading/unloading crews Security staff at stations 	<ul style="list-style-type: none"> Train maintenance and safety checks Departure and arrival announcements Corporate employees working at station offices and private areas
	 Employee to customer	<ul style="list-style-type: none"> Helping elderly or disabled travelers with luggage Purchasing tickets on board Paying in cash on board Paying in cash at the station Handing customers receipts 	<ul style="list-style-type: none"> Food & beverage options on trains Customer service (within station) In-person station announcements Train boarding process Using vending machines 	<ul style="list-style-type: none"> Train staff using same doors and facilities as customers
	 Customer to customer	<ul style="list-style-type: none"> Moving others' luggage around to find own spot Groups travelling together sharing tickets, cash, and other items 	<ul style="list-style-type: none"> Crowded lines to buy tickets, on platform, and while boarding Shared train bathrooms Station restaurants, stores, and restrooms 	<ul style="list-style-type: none"> Trash bins at station and on train Shared air circulation Touching elevator buttons, railings, handles, at the station and on board

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



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

ILLUSTRATIVE EXAMPLE

Potential levers that could be utilized in solutions



New offers & services



Policies



Processes

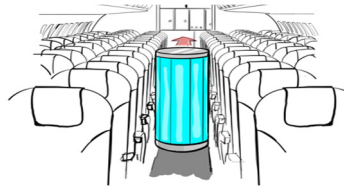


Digitization

Innovations and improvements could address guest and associate safety and comfort in stations and on trains



A Clearly identified “hot spot” surfaces



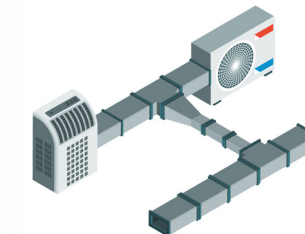
B UV-C / electrostatic cleaning on trains



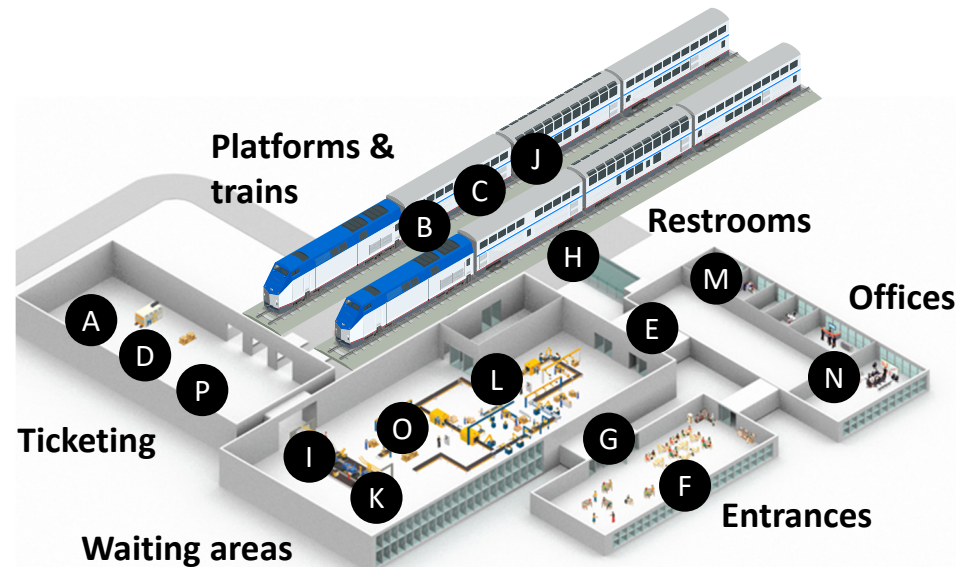
C Workforce hygiene & resilience training



D Contactless ticketing & navigation



E Improved air filtration & ventilation systems



Potential additional examples

- F** Temperature measurement upon entry
- G** Remodeled movement flows in stations
- H** Ordered boarding in small groups or one by one
- I** Seats spaced sufficiently apart in waiting areas
- J** Upgraded PPE for train and station staff
- K** Clear communication of guidelines to passengers
- L** Hot spot surfaces clearly identified with color
- M** Highly visible cleaning of station and restrooms
- N** Physically distanced procedures in station offices
- O** Upgraded hygiene standards for vendors
- P** Cashless ticketing at stations and on board

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

