McKinsey & Company

# 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 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



#### **Material transfers**



#### **Services**



#### Internal tasks/processes



# employee to

Paperwork and documents

- Restocking train provisions
- Shared terminals, equipment, and devices at the stations and on board
- Customer-service agents and platform agents working at the same station
- Cleaning crews
- Loading/unloading crews
- Security staff at stations

- Train maintenance and safety checks
- Departure and arrival announcements
- Corporate employees working at station offices and private areas

Interaction types



# Employee to customer

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

- Food & beverage options on trains
- Customer service (within station)
- In-person station announcements
- Train boarding process
- Using vending machines

Train staff using same doors and facilities as customers



## Customer to customer

Moving others' luggage around to find own spot

- Groups travelling together sharing tickets, cash, and other items
- Crowded lines to buy tickets, on platform, and while boarding
- Shared train bathrooms
- · Station restaurants, stores, and restrooms
- 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



## 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



Clearly identified "hot spot" surfaces

Platforms &

trains

**Ticketing** 

**Waiting areas** 



Restrooms

UV-C / electrostatic cleaning on trains



Workforce hygiene & resilience training



Contactless ticketing & navigation



Improved air filtration & ventilation systems

#### Potential additional examples

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

**Entrances** 

Offices

# 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



### Research and commute

#### At starting stations

#### Onboard and transfers

#### At end stations

#### **Exploring train options** and travelling to station



#### Arriving at station and purchasing tickets



#### Waiting and using services at station



#### Luggage and seats, ticket collection, onboard



#### Arrival and onward travel

Potential actions to consider

- Deciding if train travel is safer
- Researching safest options
- Pre-booking tickets
- Travelling to station

- Arriving at the station
- Getting train status information
- Purchasing tickets
- Service/ticketing desk help
- Station food & other vendors
- Using station restrooms
- Waiting for train announcement
- Boarding/leaving train

- Finding seats
- Stowing luggage above/below
- Interactions with ticket collector
- Using onboard restrooms

- Getting off train
- Resolving customer issues
- Onward travel (pickup, taxis, public transportation)

#### Reopen

Reopen & immediate needs

COVID-19 clean certification

Provide flexibility in booking (easy / no penalty cancellations policy)

Communicate latest measures on website, app and at stations

Encourage pre-booking & app use

Distancing measures at ticketing and customer support lines

Limit employee proximity/contact

Remove high-touch objects at ticketing desks (pens. brochures)

Disinfectant wipes near every machine or full-time touchscreen

Accept only cashless ticketing

Limit density through physical distancing rules in waiting areas

Assure safety of customers (updated and clear information, new cleansing stations, etc)

Install clear protective barriers

Redouble cleaning routines and make disinfection highly visible Provide sufficient space and distance at waiting area

Ensure hands-free boarding

#### Limit passengers per train

Pause cash transactions onboard

Upgraded and enforced PPE for train staff

#### Allow additional time for physically distanced boarding and leaving at each station

Certified network of hygienic onward transportation (eg, hotel vans, taxi/Uber partnerships)

Direct all or most customer issue resolution online or via phone

#### Reimagination

Distinctive long-term solutions

Assurance to customers (easy access to customer service, clear updated information online. distanced passengers on trains,

Support customers finding safer or less crowded schedules

Provide travel risk assessment in app and on website

New types of travel insurance

#### Prioritize and encourage digital touch-free ticketing

Automated disinfection of escalator handrails

Re-imagined station flows to avoid bottlenecks

Touch-free ID check for ticketing

Be prepared and ready to provide medical care whenever/wherever needed

#### Provide accurate, real-time, customized information via great experiences that build trust and joy

Touch-free rail journeys

Touch-free bathrooms & elevators

Increased and automated disinfection of public spaces

Confirm compliance of suppliers and station vendors with agreed-upon safety measures

#### Constantly disinfect trains

#### Create special solutions and assistance for vulnerable or highrisk populations

Experiment with new services and experiences to bridge gaps in digital journeys and design for new customer behaviours

Rethink trains of the future with much higher hygiene and health-safety standards

#### Communicate on destination statistics & recommendations

#### Provide guidance and clear contacts for emergencies

Provide additional egress routes from platforms to diminish density