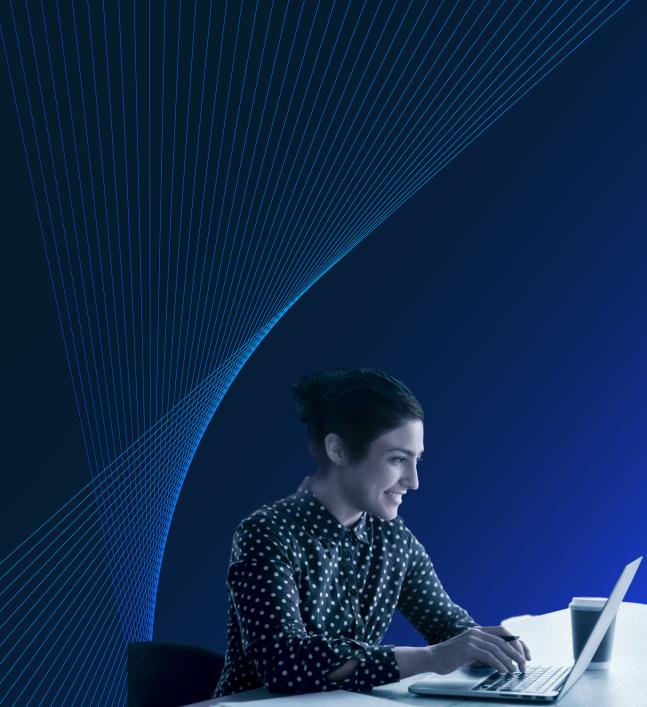
McKinsey & Company

# 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

Detailed areas per type of interaction and operation

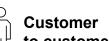
**ILLUSTRATIVE EXAMPLE** 

NONEXHAUSTIVE



#### Internal tasks/processes **Goods transfer** Services Handling goods while packing cases, pallets, Interactions while working on the same Shared office and desk spaces and totes at distribution centers customer application or request Interactions during lunch or other breaks In-person meetings, trainings, services Handling documents and paperwork Cleaning, maintenance, general operations at Helpers unloading cases with driver during Sharing devices, equipment, and office offices distribution supplies (including in break room) Restocking equipment and machinery Team lifts of heavier goods Operating shared equipment (forklifts, pallet supplies jacks, conveyor-belt controls) Touching cases while unloading at restaurants Unlocking/locking restaurant during delivery Printing, copying, faxing, and other information services to customer Touching doors and surfaces while unloading Speaking with customers: guards at gates, employees receiving goods during daytime Using restrooms at customer sites or on the cases deliveries road Obtaining a signature from customer,

Interaction types



**Employee** 

**Employee** 

N/A: not applicable

N/A: not applicable

if needed

N/A: not applicable

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

Unload & receiving document shelves order

Picking Packing products order

Staging area

Safety check at bay (truck condition)

Load truck

Verification process

Safety check

On the Unloading

(load/balancing) 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

**Cold storage** 

#### **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

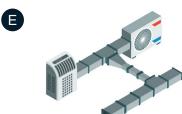
Staging area



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



## 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

#### Preparing for delivery at DC

#### Delivery to customer

#### Receive supplier delivery



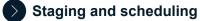
#### Pick and pack order

Collect order from customer

Pick products for order

Pack cases and pallets

Stretch-wrap pallets





**Potential** actions to consider

Arrange receiving

Schedule ETA at DC

Unload and document

Load shelves, repalletize if

needed

Assign bay to truck

Schedule timeslots

Park truck at designated bay Secure vehicle and open doors

Load and secure order

#### On the road and at customer

Stage order in warehouse

Assign crew to specific truck

Safety checks and verification

#### Reopen

Reopen & immediate needs

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