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
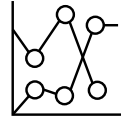
Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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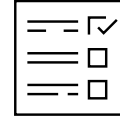
- Employee to employee

- 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 long-term solutions
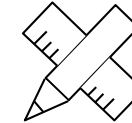
Adapt & sustain

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

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with appl icable laws and standards in their jurisdictions.

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

	Material transfers	**Services**	**Internal tasks/processes**
Employee to employee	• 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
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

Interaction types

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

E2E: Employee to employee **E2C**: Employee to customer **C2C**: Customer to customer

Research and commute		At starting stations				Onboard and transfer				At end stations		
Research route & schedule	Travel to station/stop	**Navigating station**	**Buying tickets**	**Waiting at station**	**Boarding train**	Stowing luggage	Ticket collection	Using restroom	Transfer to other trains	Getting off train	Issues & follow-up	Leaving station

At the starting station

Navigating through the station → Purchasing or collecting pre-purchased tickets → Waiting for train arrival and platform announcement → Lining up at platform to board train → Boarding train

Potential interactions

Navigating through the station	Purchasing or collecting pre-purchased tickets	Waiting for train arrival and platform announcement	Lining up at platform to board train	Boarding train
C2C Opening doors, touching handrails, elevator buttons, etc	**C2C** Crowding in lines to buy tickets from machines or agents	**C2C** Sitting down in crowded waiting areas	**C2C** Crowding on escalators, stairs, & elevators to platform	**C2C** Interacting with other passengers
C2C Crowding around departure board and station maps	**C2C** Using kiosk touchscreens and keypads to buy tickets	**E2C** Buying food and travel necessities from station vendors	**C2C** Crowding and chatting while lining up to board train	**C2C** Touching shared surfaces (armrests, seats)
E2C Staff assisting passengers around station and on platforms	**E2E** Multiple ticket agents sharing terminals, equipment, counters	**C2C** Using vending machines	**E2C** Train staff assisting passengers on platform	**E2C** Train staff guiding passengers
		C2C Using restrooms at station		**C2C** Stowing luggage

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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
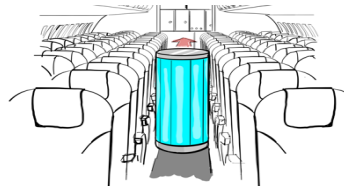
B UV-C / electrostatic cleaning on trains

C Workforce hygiene & resilience training
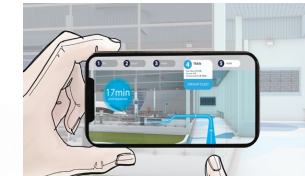
D Contactless ticketing & navigation
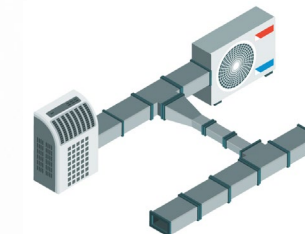
E Improved air filtration & ventilation systems

Platforms & trains

Restrooms

Offices

Ticketing

Waiting areas

Entrances
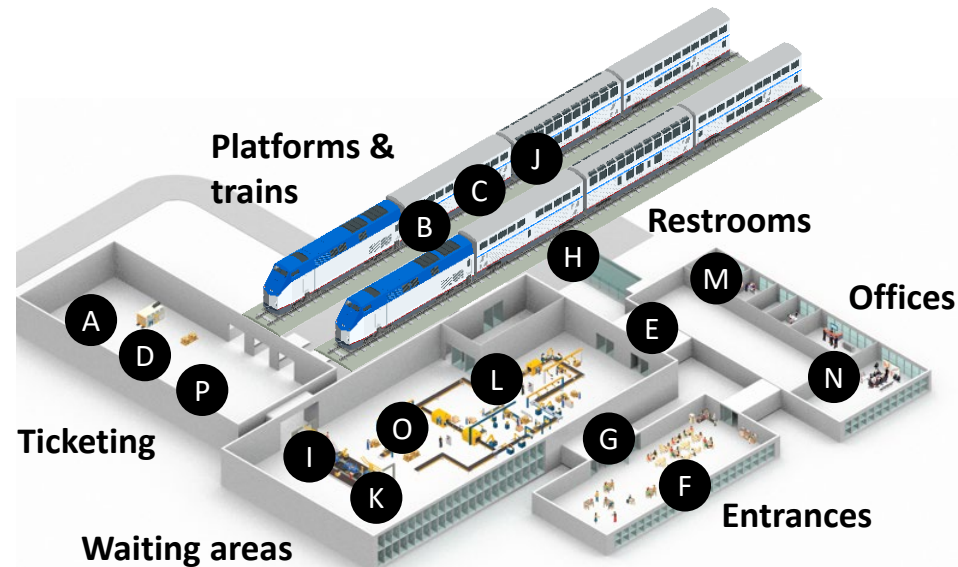
Potential additional examples

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

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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

Touch-free rail journeys

	Research and commute	At starting stations	Waiting and using services at station	Onboard and transfers	At end stations
Reimagination Distinctive long-term solutions	**Assurance to customers (easy access to customer service, clear updated information online, distanced passengers on trains, etc)** 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 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 high-risk 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

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