Contactless service and operations: Hotels

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 applicable 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.

<table>
<thead>
<tr>
<th>Interaction types</th>
<th>Employee to employee</th>
<th>Employee to customer</th>
<th>Customer to customer</th>
</tr>
</thead>
</table>
| **Goods transfer** | - Arrival of white goods and food and beverage (F+B) items  
                   - Removal of dirty linens and supplies from premises  
| **Services** | - Employees operating in corporate and hotel offices  
                   - Conversation at check-in upon arrival  
                   - Delivery of room service  
                   - Servicing of F+B and shared spaces  
                   - Cleaning of rooms (cart in hallway)  
| **Internal tasks/processes** | - Employees working in corporate or hotel offices at desks  
                                  - Delivery confirmation signatures, which require both delivery employee and customer to touch the same scanner or tablet  
                                  - Shared air circulation and control of air vents in rooms  
                                  - Shared sign-in pens, clipboards, touchpads, and keypads  
                                  - Elevator buttons and railings used by multiple people |

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

### Illustrative Example

<table>
<thead>
<tr>
<th>Interactions</th>
<th>E2E: Employee to employee</th>
<th>E2C: Employee to customer</th>
<th>C2C: Customer to customer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-stay</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploring &amp; booking</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>On premise</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arrival &amp; check-in</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploring &amp; staying in my room</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exploring the hotel and its services</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leaving the hotel</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Remediation &amp; post-stay</strong></td>
<td></td>
<td></td>
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</tbody>
</table>

#### Arrival and check-in journey

- **Guest enters hotel**
- **Guest waits in line to check in**
- **Guest speaks with front desk attendant to check in**
- **Guest provides ID and credit card, receives room key**
- **Guest uses elevators to get to their room**

### Potential Interactions

<table>
<thead>
<tr>
<th>E2C: Greeting at door</th>
<th>E2C: Talking to front desk</th>
<th>E2C: Handling credit card</th>
<th>E2C: Pressing floor buttons</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2C: Crowding while waiting in line</td>
<td>C2C: Multiple guests and attendants at counter</td>
<td>C2C: Using same pen, keypad, or touchscreen</td>
<td>C2C: Crowding while waiting for elevator</td>
</tr>
<tr>
<td>C2C: Manual door</td>
<td>E2C: Interactions between attendant and concierge</td>
<td>C2C: Touching counter</td>
<td>C2C: Sharing elevator with other guests</td>
</tr>
</tbody>
</table>

Organizations should engage their own legal counsel and safety experts to ensure any adopted measures are compliant with applicable laws and standards in their jurisdictions.
Companies can seek to develop and execute solutions to help improve safety and experience across key business elements

<table>
<thead>
<tr>
<th>Potential levers that could be utilized in solutions</th>
<th>Innovations and improvements could address guest and associate safety and comfort in and around the hotel</th>
</tr>
</thead>
</table>
| **New offers & services**                            | A Remodeled movement flows  
B Upgraded PPE for viral protection  
C Improved air filtration and ventilation  
D Touch-free handles/interfaces  
E Temperature measurement upon entry  
F Frequent sanitation of gym surfaces  
G Controlled entry to restaurant  
H Hygiene zones for waitstaff  
I Health IT |
| **Policies**                                          | J Gesture or voice-controlled elevator with improved air filtration  
K Visual physical-distancing/sanitization cues  
L Worker proximity sensors in kitchen  
M Hot spot surfaces marked with color  
N Clean working kits  
O Communication of guidelines to guest  
P Staggered and scheduled gym usage  
R Restaurant tables spaced at greater intervals |
| **Processes**                                         | Potential additional examples  
D Touch-free handles and interfaces  
M Privacy pods in public areas  
J Gesture or voice-controlled elevator with improved air filtration |

Potential levers

- New offers & services
  - Remodeled movement flows
  - Upgraded PPE for viral protection
  - Improved air filtration and ventilation
  - Touch-free handles/interfaces
  - Temperature measurement upon entry
  - Frequent sanitation of gym surfaces
  - Controlled entry to restaurant
  - Hygiene zones for waitstaff
- Policies
  - Gesture or voice-controlled elevator with improved air filtration
  - Visual physical-distancing/sanitization cues
  - Worker proximity sensors in kitchen
  - Hot spot surfaces marked with color
  - Clean working kits
  - Communication of guidelines to guest
  - Staggered and scheduled gym usage
  - Restaurant tables spaced at greater intervals

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

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<tr>
<th>Pre-stay</th>
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<th>Exploring &amp; staying in my room</th>
<th>Exploring the hotel and its services</th>
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<tr>
<td><strong>Exploring &amp; booking</strong></td>
<td><strong>Arrival &amp; check-in</strong></td>
<td><strong>Exploring entertainment</strong></td>
<td><strong>Ordering room service</strong></td>
<td><strong>Checkout</strong></td>
</tr>
<tr>
<td>Being enticed to travel</td>
<td>Arriving at the hotel</td>
<td>Arriving at the room &amp; unpacking</td>
<td>Going to bar or restaurant</td>
<td><strong>Departing</strong></td>
</tr>
<tr>
<td>Deciding whether travel is safe</td>
<td>Checking in and going to room</td>
<td>Exploring entertainment</td>
<td>Amenities (lounge, spa, gym)</td>
<td></td>
</tr>
<tr>
<td>Researching safe options</td>
<td>Courtesy gloves, wipes, hand sanitizer, and masks</td>
<td>Cleaning</td>
<td>Removal of magazines/books</td>
<td></td>
</tr>
<tr>
<td>Booking</td>
<td>All employees wear masks, gloves</td>
<td>Courtesy gloves, wipes, hand sanitizer, and masks are available in the room</td>
<td>Sanitizer and wipes at tables and fewer bar seats and tables</td>
<td></td>
</tr>
<tr>
<td>COVID-19 clean certification</td>
<td>Signage elements to avoid crowding on front desk</td>
<td>Remove high-touch objects (clocks, pen, pads)</td>
<td>No upcharge for room service</td>
<td></td>
</tr>
<tr>
<td>In-room messaging highlighting cleaning protocols</td>
<td>Front desk staff can interact with guests via chat</td>
<td>Empty parts of hotel can be used to host patients</td>
<td>Routines for handling guests infected during stay</td>
<td></td>
</tr>
<tr>
<td>Waived cancellation fees for when guests are feeling sick</td>
<td>Check-in is automatic upon entry or assisted via app</td>
<td>Plastic-wrapped, sanitized towels</td>
<td>Meal delivery (Uber eats) to room is finalized by hotel staff, containers are sanitized by staff</td>
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<td>Creation of customer-facing sanitation protocols (eg, human certification, testing, environmental interventions)</td>
<td><strong>Reopen</strong></td>
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### Potential actions to consider

- Reopen
- Reopen & immediate needs
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### Reimagination

- Distinctive long-term solutions

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<td>Enhanced virtual tours &amp; guided maps of properties</td>
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<td><strong>Ordering room service</strong></td>
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<td>Partnerships with ridesharing companies (eg, sanitized cars)</td>
<td>Arriving at the hotel</td>
<td>Arriving at the room &amp; unpacking</td>
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<td>Touchless arrival—doors open automatically</td>
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<td>Exploring entertainment</td>
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<td>Automated luggage carrying</td>
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### Fully digital hotel

- “Clean” areas in restaurants and bars, accessible to people with health certification
- VR/AR personal trainer for “platinum” members
- Line of fashion-forward PPE clothing
- Certified network clean vehicles (eg, hotel airport van, Uber partnership)

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