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Contactless service and operations: Quick service restaurants

Improving and enabling human-oriented service and operations in response to COVID-19

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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.

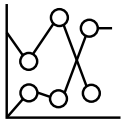
The IDEA framework provides a process that can help identify human-centered solutions for evolving business scenarios

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

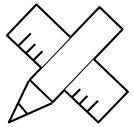
Prioritize areas of concern using multiple lenses:

- 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

ILLUSTRATIVE EXAMPLE NONEXHAUSTIVE

Detailed areas per type of interaction and operation

Interaction types	Goods transfer	Services	Internal tasks/processes
Employee to employee	Food and beverage passed between employees End-of-day money counts Cash taken to safe or off-premise	Taking food orders Cooking in close proximity	Restocking supplies and amenities Punching in and out Sharing cleaning supplies (mops, buckets, spray bottles, etc) Work breaks
Employee to customer	Employees passing orders, including food and trays Customers paying with cash	Handing food to customers Customers handing over credit card Taking orders at the drive-through Employees cleaning up used trays Touching shared counter during ordering and transaction Resolving client complaints	Taking out the trash and cleaning Touching doors when opening and closing the restaurant Giving printed receipts to customers
Customer to customer	Multiple customers using tables, chairs, trays, drink-filling stations	Multiple customers waiting in line to order Restroom surfaces Customers ordering with touch-screens	Air circulation in dining area Customers touching doors when entering/exiting Customers signing for receipts

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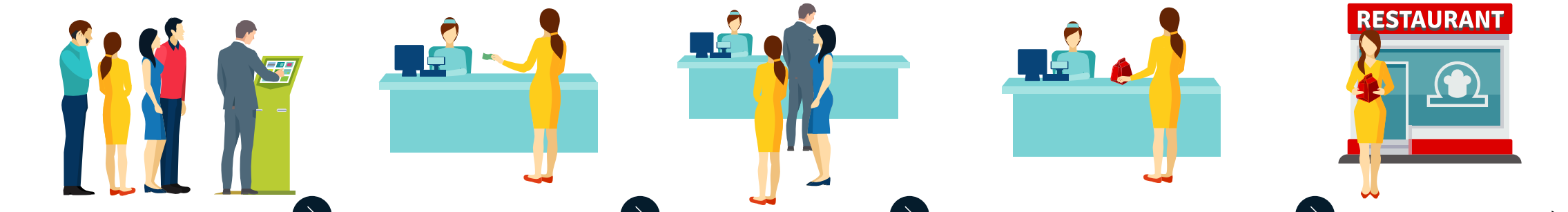
Once identified, organizations are advised to diagnose and prioritize areas of concern

ILLUSTRATIVE EXAMPLE

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

Pre-restaurant			At restaurant					Leaving restaurant	
Researching options	Ordering online	Driving to restaurant	Parking	Entering restaurant	**Order and checkout**	Restroom visit	Dining	Exiting restaurant	Driving away

Customer order and checkout journey



	Customer waits in line for kiosk or counter	**Customer orders food**	**Customer waits for order**	**Order number called, employee hands order to customer**	**Customer leaves restaurant**
Potential interactions	**C2C** Crowding while waiting for kiosk or counter to free up **E2C** Interactions with customers while cleaning, refilling condiments, etc	**C2C** Touching kiosk after other customers **E2C** Ordering food verbally at the counter **C2C** Using same keypad for card payment **C2C** Paying in cash and receiving change	**C2C** Crowding while waiting for order number to be called **C2C** Speaking with other customers while waiting **E2E** Multiple kitchen cooks work on fulfilling customer order	**C2C** Touching shared surfaces (eg, counters, condiments, trays) **E2C** Speaking with employee while picking up order **E2E** Multiple employees help assemble and package order	**C2C** Touching door handles while exiting **E2C** Opening takeout bag and eating food

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

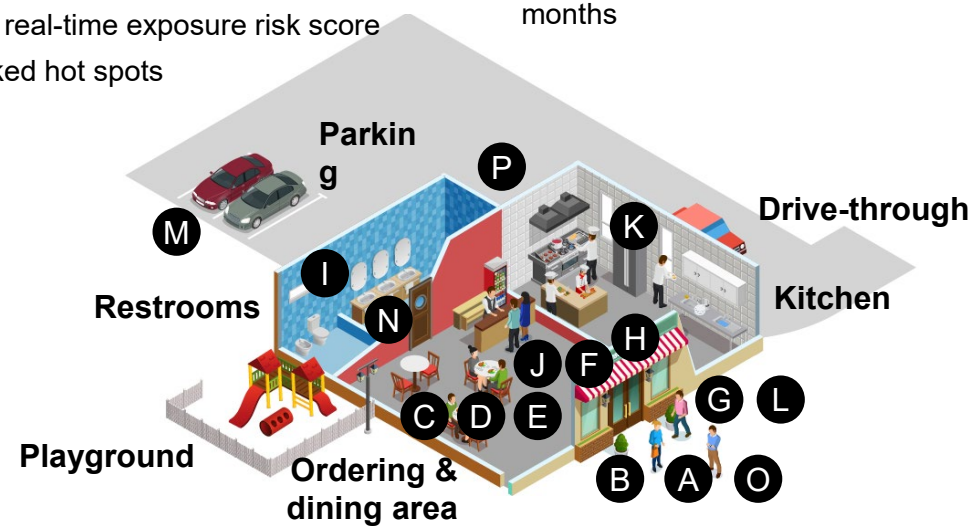
ILLUSTRATIVE EXAMPLE NONEXHAUSTIVE

Potential levers that could be utilized in solutions

- New offers & services
- Policies
- Processes
- Digitization

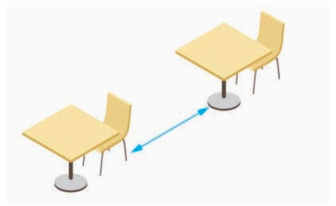
Innovations and improvements could address guest and associate safety and comfort in and around the restaurant

- **A** Temperature measurement on entry
- **B** Remodeled movement flows including one-way entries and exits
- **C** Increased table spacing
- **D** Limitation of customer density throughout day
- **E** Communication of guidelines to customers
- **F** Contactless ordering
- **G** Dedicated hours and dining areas for at-risk populations
- **H** Display with real-time exposure risk score
- **I** Clearly marked hot spots
- **J** Signage elements and/or ticketing system to avoid crowding when ordering inside
- **K** Upgraded PPE at kitchen and counter
- **L** Restaurant's protective measures communicated on food delivery apps
- **M** Curbside order pickup
- **N** More touch-free interfaces
- **O** Sanitizer or wipes at exit
- **P** Greater use of outdoor areas during warmer months

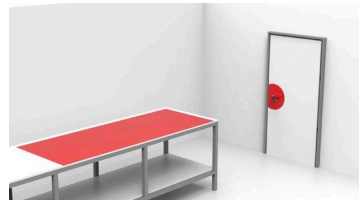


Potential additional examples

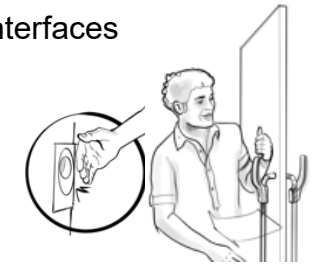
C Increased table spacing



I Clearly marked hot spots



N More touch-free interfaces



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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

	Pre-restaurant	At restaurant		Leaving restaurant
	Exploring Choices	**Arrival and drive-through**	**Dining in**	**Leaving the restaurant**
Potential actions to consider	▪ Researching food options ▪ Ordering online ▪ Driving to the restaurant	▪ Finding parking ▪ Entering the restaurant ▪ Ordering at the drive-through	▪ Ordering and payment ▪ Dining ▪ Using the bathroom	▪ Exiting the restaurant ▪ Departing the parking lot
Reopen Reopen & immediate needs	COVID-19 clean certification **Protective measures per restaurant displayed on food delivery apps** **Dedicated hours and dine-in areas for at-risk populations** Food delivery by restaurant Food delivered in sanitized/approved casing to limit spread Mobile order directly through QSR app	Temperature check upon arrival Courtesy gloves, wipes, and hand sanitizer available All employees wear protective equipment **Single-direction doorways** Six-foot markings at entry Automatic doors Mobile pickup orders only during rush Partnerships with ridesharing companies (eg, sanitized cars)	Signage elements and/or ticketing system to avoid crowding when ordering inside Limiting customers inside at a given time Cleanliness certifications prominently shown Temporarily remove touch-screen ordering **E-receipts** Tap-to-pay or mobile payments only Appointment dining Employees behind glass partition **Tables spaced six+ feet apart**	Exit-only doors Traffic control **Sanitizer or wipes at exit** Shoe disinfecting mats Repurposed parking spots Automatic doors Customer survey emailed upon exit for instant feedback Digital check-in/out of premise to enable quicker contact tracing
Reimagination Distinctive long-term solutions	**Exposure risk score by restaurant** **Use artificial intelligence on purchasing patterns to anticipate customer behaviors** Personalized concierge delivery	Regular order linked to license plate and scanned upon entry, food paid automatically and delivered to car Curbside / parking lot order pickup	**Robotic food preparation and other automation to limit customer exposure** Distanced food preparation stations and reimagined flows	**App alert upon exit with any changes in exposure risk score**

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