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Contactless service and operations: Retail grocery

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 reimagine 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

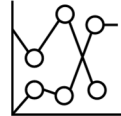


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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

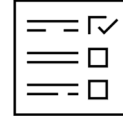
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

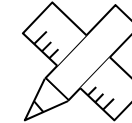
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



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







The first step of the IDEA framework is to identify interactions and areas of concern across key journeys and interactions

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



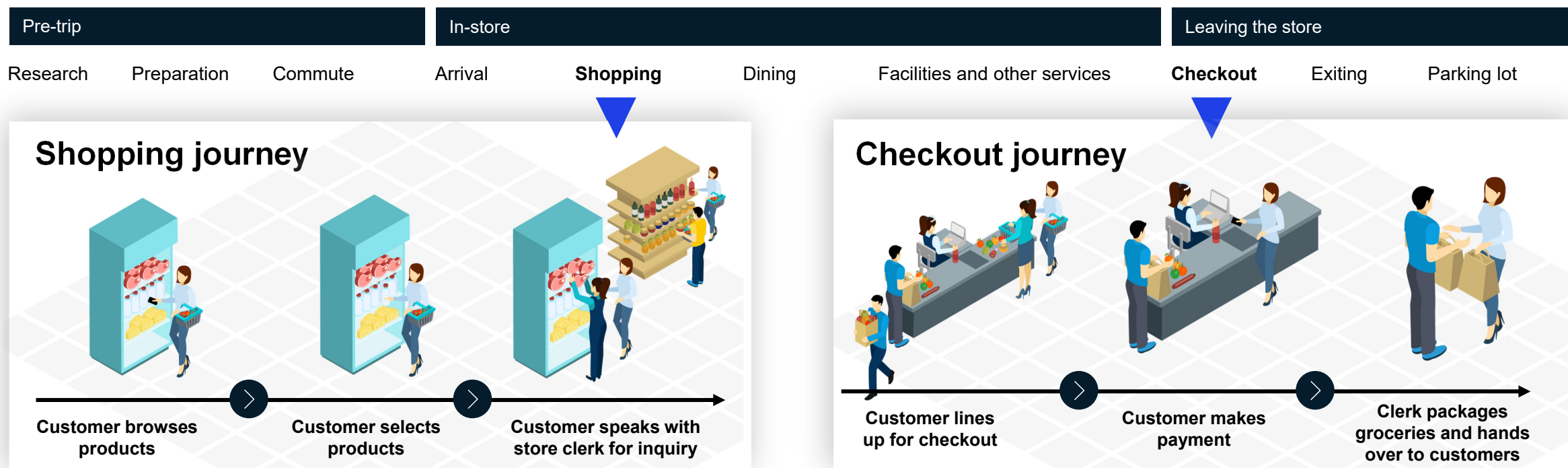
Detailed areas per type of interaction and operation

Interaction types	Detailed areas per type of interaction and operation			
	 Goods transfer	 Services	 Internal tasks/processes	
	 Employee to employee	Sharing equipment and items Product disinfecting and cleaning Loading/unloading, restocking and organizing shelves	Checkout and customer-service counters Cleaning, maintenance, operations within the store	<ul style="list-style-type: none">• Employees working in corporate or back office• Handing off paperwork and signatures
	 Employee to customer	Returning and exchanging products Stocking goods Handling foods such as bread, deli meats, pastries, flowers, samples, etc	Conversations upon arrival Delivery services Dining, snacks, water Bathroom	Customer support center
 Customer to customer	Handling of grocery carts, baskets, and food items Handling produce bags Handling prepared food items on a buffet	Customers lining up at checkout Customers passing each other in aisles or in a parking lot	Touching the same baskets, carts, products, and self-checkout kiosks	

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



Potential interactions

C2C Picking up baskets and grocery carts

C2C Picking up and putting products back

E2C Organizing and restocking products

C2C Touching and examining products

E2C Ordering food at a deli counter

E2E Collaborating to address customer needs

E2C Answering customers' questions

E2C Searching products for customers

E2C Helping customers to get in line

C2C Lining up closely

E2C Checking out for customers

E2C Taking wallet or smart phones out for payments

E2C Bagging groceries

E2C Handing over receipts

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 grocery

A



Planning toward and delivering on holistic well-being and health

B



More touch-free handles/interfaces

C



Contactless check out

D



Wider aisles

E



Health checks when entering the store

Receiving

Back of house

Front of house

Parking lot

Potential additional examples

F Remodeled movement flows

G Upgraded PPE for viral protection

H Improved air filtration and ventilation

I Hygiene zones for store clerks

J Visual physical-distancing/sanitization cues

K Worker proximity sensors in storage room

L Hot spot surfaces marked with color

M Staggered and scheduled deliveries

N Limited number of guests in grocery

O Auto disinfection of aisles and food products

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

