McKinsey & Company

# Contactless service and operations: Retail grocery

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

**ILLUSTRATIVE EXAMPLE** 

**NONEXHAUSTIVE** 



#### Detailed areas per type of interaction and operation



#### **Goods transfer**



#### Services



#### "the internal tasks/processes



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

- Employees working in corporate or back office
- Handing off paperwork and signatures

Interaction types



#### **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**

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

**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** 



## 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 physicaldistancing/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
- 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



	Pre-Trip In-store			Leaving store	
	Research and preparing $\bigcirc$	Commute, arrival	Shopping, dining, and using facilities	Checkout	Leaving store
Potential actions to consider	<ul><li>Needing to grocery shop</li><li>Researching grocery store</li><li>Deciding to go</li></ul>	<ul><li>Parking lot</li><li>Entry into store</li><li>Grabbing grocery cart/basket</li></ul>	<ul><li>Roaming aisles</li><li>Handling food products</li><li>Interacting with store clerks</li></ul>	<ul><li>Waiting in line with customers</li><li>Exchanging payment</li><li>Bagging groceries</li></ul>	<ul><li>Exiting store</li><li>Dropping off grocery cart</li><li>Leaving parking lot</li></ul>
Reopen	COVID-19 clean certification	Distancing measures at the store	Limit physical contact as much as possible (contactless experiences)	Provide sufficient space and distance in checkout lanes	Sanitize grocery carts and baskets
Reopen & immediate needs	Provide dedicated time for higher-risk population	Limited number of guests in store s on Check customers' temperatures	Assure safety of customers (updating information, cleaning stations/ tools, etc)	Clean high-contact areas	Enforce physical distancing when exiting store  Space out parking spots
	Communication with customers on safety efforts			Provide contactless checkout	
			Enforce physical distancing in aisles	Remove high-touch objects (clocks, pen, pads)	
	Touch-free journey				
Reimagination  Distinctive long-term solutions	Safety and assurance to customers	Increased sanitation and streamlined entry process	More touch-free interactions and controlled movement	Fully contactless payment with no money or physical receipts	Controlled exit and sanitation of grocery carts/baskets  Auto-sanitize stations for grocery carts and baskets  "Traffic control" of customers leaving store
	Increased online shopping and delivery capabilities, including more delivery windows and faster deliveries	Increased and automated disinfection of shopping carts / baskets	Touch-free bathrooms	exchanged  App to scan products on personal phone and checkout  Video checkout clerk  Auto-sanitize working area after	
			Touch-free produce-bag dispensing		
		Streamlined entry process to avoid clustering	Sensors to limit number of		
	App showing number of people currently in store		customers in a given area		
	App showing availability of products to avoid unnecessary trips	Sanitation stations in parking lot and at the entrance	Employees in full PPE to handle	each use	
		Pick-up of orders from touchless lockers	virtual customer service using	Customer-only bagging	
	Scheduled store visits		chat function (in-app, text)		