McKinsey & Company

Contactless service and operations: Retail (nongrocery)

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
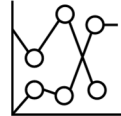
Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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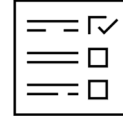
- Employee to employee
- Employee to customer
- Customer to customer

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
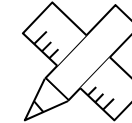
Adapt & sustain

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

ILLUSTRATIVE EXAMPLE   NONEXHAUSTIVE

Detailed areas per type of interaction and operation

	Goods transfer	Services	Internal tasks/processes
Employee to employee	Sharing of equipment and items Product disinfecting and cleaning Loading/unloading, restocking and organizing shelves	Employee meetings, trainings, and other events taking place at the store Check-out desks Cleaning, maintenance, operations within the store	Employees working in corporate or store offices at desks Handing off paperwork and signatures
Employee to customer	Validating parking tickets Handling merchandise Returning and exchanging products Fitting room and other product trial areas	Conversations upon arrival Delivery services Dining, snacks, water, and other accommodation services Bathroom	Customer support center Processing return and exchange Membership and other application paperwork
Customer to customer	Customer picking up items and putting back on the shelf/rack Exchanging/handling products and clothes	Customers lining up at check-out/customer service	Sharing the same space Touching the same baskets, carts, products, and self-checkout kiosks Touching elevator buttons and railings

Interaction types

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

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

Pre-trip	In-store	Leaving the store

Research Preparation Commute | Arrival **Shopping** Dining | Facilities and other services | **Checkout** Exiting Parking lot

Shopping journey

Customer browses products → **Customer tries out products** → **Customer speaks with attendants for inquiry**

Checkout journey

Customer lines up for checkout → **Customer makes payment** → **Attendant packages products and hands over to customers**

Potential interactions

C2C Picking up baskets and shopping carts

C2C Picking up and putting products back

E2C Organizing and restocking products

C2C Touching and examining products

C2C Accessing fitting rooms

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 customers

E2C Accessing membership profiles

E2C Taking wallet or smart phones out for payments

E2C Wrapping and bagging products

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 store

A Planning toward and delivering on holistic well-being and health

B Automated disinfecting procedure in warehouses

C Reduced contact, hybrid, in-store experience

D Mobile, omni-channel retail experience
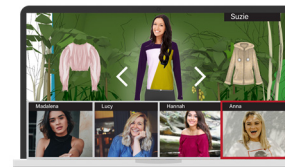
E Social retail experience in a high-tech, no-touch context

Warehouse

Back office

Store

Entrance

Potential additional examples

F Auto disinfecting fitting room

G Temperature measurement upon entry

H Remodeled movement flows

I Seats spaced in resting area

J Upgraded PPE for employees

K Communication of guidelines to guest

L Hot spot surfaces marked with color

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

	Pre-trip		In-store			Leaving the store
	Researching and ordering online →	**Inbound logistics & warehousing** →	**In-store/online** →	**Other facilities and services** →	**Outbound logistics and delivery**
Potential actions to consider	• Warehouse disinfection • Employee safety gear • Cleaning & maintenance	• Being enticed to shop • Deciding if shopping is safe enough • Researching safe options • Online ordering	• Shopping • Wayfinding • Product trial & examination • Checking out	• Parking • Packaging • Delivery services	• Digital communications • Membership status • Marketing & promotions
Reopen Reopen & immediate needs	COVID-19 clean certification Employee safety gears & training programs Flexibility in product ordering, pick-up options, and delivery options	Distancing measures at the back office & warehouse Limit physical contact as much as possible Assure safety of customers (updated information, cleansing stations/ tools, etc)	Limit physical contact as much as possible (contactless experiences) Frequent disinfecting on high tough areas and objects Clear signage to inform customers of new rules	Avoid crowded space (customer support) Offer online support center service Extended membership or reward programs	Provide sufficient space and distance at checkout area Ensure hands-free parking Shopping basket and cart cleaning Offer delivery options Self-checkout kiosks

Touch-free journey →

Reimagination Distinctive long-term solutions	**Increased online shopping/delivery capabilities including more delivery windows and faster deliveries** Content displaying in-store and delivery/pickup protective measures Seamless curbside pick-up and payment without exiting the vehicle	**Greeter is replaced by digital kiosks** **Pick-up of orders from touchless lockers** "When to shop" recommendations to control traffic Motorized hands-free shopping carts Temperature checks as part of guest profile	**Employees in full PPE to handle product for customers** **Scannable codes with product information to avoid product handling** Augmented-reality (AR) virtual fitting or product demonstration to minimize touching In-store route suggestion based on shopping list to minimize time in the store and avoid crowds	**Motion-activated doors, stalls, and dispensers** Virtual customer service using chat function (in-app, text) In-store help via app—eg, share product image and chat with rep	**Fully contactless payment with no money or physical receipts exchanged** Drop-off returns Automatic and hands-free bagging Pre-pay by app when you get in line, scan QR code to confirm

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