Contactless service and operations: Industrial facilities

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 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

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.

### Detailed areas per type of interaction and operation

<table>
<thead>
<tr>
<th>Interaction types</th>
<th>Equipment transfer</th>
<th>Services</th>
<th>Internal tasks/processes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee to employee</strong></td>
<td>• Shared PPE&lt;br&gt;• Shared equipment (eg, tool kit, vehicle)&lt;br&gt;• Shared stationary (eg, pen, paper signup sheet, badges)&lt;br&gt;• Shared tech devices (eg, keyboards, mouse, tablets)</td>
<td>• Multiple employees are put into a crew&lt;br&gt;• Supervisor cross-team check-ins&lt;br&gt;• Job transfer between general team and specialty teams</td>
<td>• Job briefing in small rooms&lt;br&gt;• Change into PPE&lt;br&gt;• Face-to-face post shift report&lt;br&gt;• Crowded exits/elevator for entering &amp; leaving the facility&lt;br&gt;• Stairwells, handrails</td>
</tr>
<tr>
<td><strong>Employee to customer/contractors</strong></td>
<td>• Equipment usage or shared customers/contractors' items&lt;br&gt;• Materials leaving and entering plant on vehicles</td>
<td>• Security checks&lt;br&gt;• Service confirmations, work inspections, follow-up sheets&lt;br&gt;• Contact info (eg, business card)</td>
<td>• Service-work scheduling processes that require both the employee and customer to touch the same tablets/paper for signature</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.
Once identified, organizations are advised to diagnose and prioritize areas of concern

ILLUSTRATIVE EXAMPLE

<table>
<thead>
<tr>
<th>Pre-shift</th>
<th>In shift</th>
<th>Post-shift</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commute</td>
<td>Job briefing &amp; deploy</td>
<td>End of shift reporting</td>
</tr>
<tr>
<td>Arrival</td>
<td>Perform duties on shift</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Progress check-in</td>
<td></td>
</tr>
</tbody>
</table>

Workday journey

Potential interactions

- E2E group meetings and briefings
- E2E locker room interactions
- E2E team structure
- E2E shared PPE
- E2E close screen interactions
- E2E shared surfaces and equipment
- E2E shared and paired operations
- E2E confined spaces
- E2E interaction with plant machinery
- E2E shared surfaces
- E2C interaction with external parties
- E2C interaction with external machinery
- E2C interaction with external equipment
- E2E 1:1 conversations
- E2E: physical reporting handoffs

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.

**Potential levers that could be utilized in solutions**

**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 vehicle & tools
- Controlled entry to production space
- Hygiene zones for mechanics
- Health ID and employee risk categorization

**Policies**

**Processes**

**Digitization**

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

**Potential additional examples**

- UV locker room cleaning bot
- Visual physical-distancing/sanitization cues
- Worker proximity sensors in kitchen
- Clean working kits
- Communication of guidelines to crews
- Staggered and scheduled crew deployment
- Contactless security check entrance

Touch-free handles and interfaces

Contactless security check entrance

UV locker room cleaning bot

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

<table>
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<tr>
<th>Pre-shift</th>
<th>In shift</th>
<th>Post-shift</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arrival</strong></td>
<td><strong>Job briefing &amp; deploy</strong></td>
<td><strong>End-of-shift hand-off</strong></td>
</tr>
<tr>
<td>Security check into the facility</td>
<td>Job briefing in small room</td>
<td>End-of-shift report</td>
</tr>
<tr>
<td>Getting ready</td>
<td>Change into PPE</td>
<td>Return PPE &amp; tools</td>
</tr>
<tr>
<td></td>
<td>Get assigned tools &amp; vehicle</td>
<td>Going home</td>
</tr>
</tbody>
</table>

**Potential actions to consider**

**COVID-19 clean certification**
- Line up spacing to keep distance between employees when doing security check
- Proactive outreach to identify employees who feel sick
- Creation of employee sanitation protocols

**Audio/video job briefing in open space**
- Creation of PPE & tool sanitation protocols
- Provide extra sanitization supplies

**Conduct inspection & work on jobs**
- Creation of customer/contractor communication protocols
- Field intelligence guide for crews to quickly look up tips when feeling sick
- Temperature-taking scanners at entrance of buildings

**Supervisor progress check-in and problem solving**
- Video calls for supervisor check-in
- Leverage LBS and camera to track crews’ productivity

**End-of-shift hand-off**
- Pre-populated end-of-shift report, no need to touch the device
- End-of-shift body temperature scanning
- Sanitization procedure before returning PPE & tools
- Modified shift ending times to stagger reporting time and reduce traffic

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**Reopen**
- **COVID-19 clean certification**
- **Line up spacing to keep distance between employees when doing security check**
- **Proactive outreach to identify employees who feel sick**
- **Creation of employee sanitation protocols**

**Virtual job briefing via digital channels**
- **Smart PPE & tool-tracking system**
- **UV sanitization stations for phone**
- **Biometric authentication for customers & contractors**
- **VR/AR remote job guidance between crews & supervisors**
- **Drone to help deliver missing tools/ supplies**
- **Voice entry to generate end-of-shift report**
- **UV-C cleaning bot for locker rooms and offices**

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**Fully digital facility**

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**Reimagination**
- **Touch-free security check process**
- **Leverage advanced analytics to stagger employee entry time and reduce traffic**

**Long-term solutions**

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**Reopen & immediate needs**

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**Distinctive long-term solutions**

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UV-C radiation is a known disinfectant for air, water, and surfaces and has a wavelength within 100-280 nm range.

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