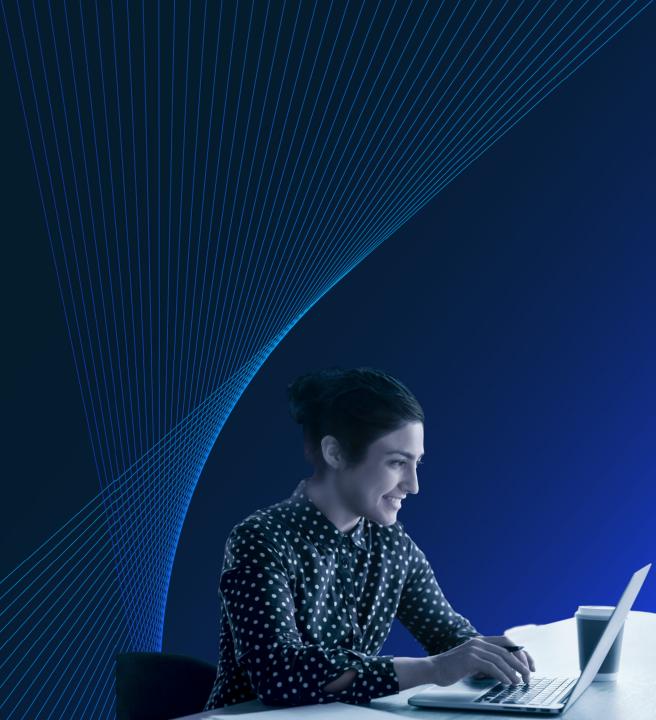
McKinsey & Company

Contactless service and operations: Hotels

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

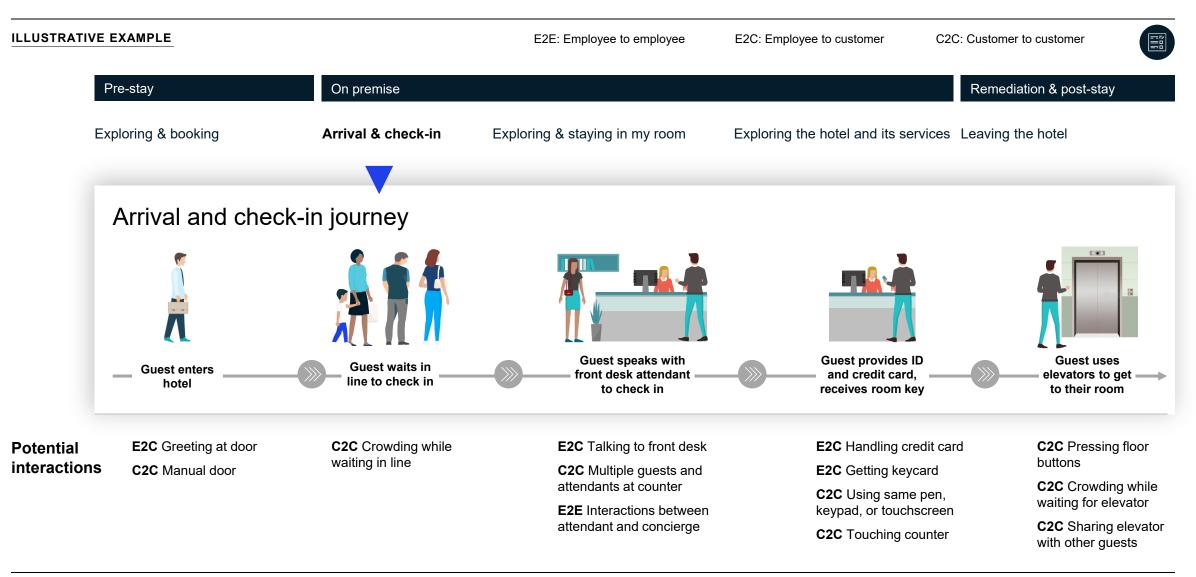
NONEXHAUSTIVE



Detailed areas per type of interaction and operation

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			Goods transfer	Services	Internal tasks/processes
Interaction types		Employee to employee	 Arrival of white goods and food and beverage (F+B) items Removal of dirty linens and supplies from premises 	 Employees operating in corporate and hotel offices Concierge and front desk Cleaners, maintenance, F+B staff, kitchens operating within hotels 	 Employees working in corporate or hotel offices at desks Handing off paperwork and signatures Restocking cleaning supplies and amenities
		Employee to customer	 Parking tickets Signing at check-in Purchase of goods in retail store or kiosks Receipt of key In-room amenities distribution 	 Conversation at check-in upon arrival Delivery of room service Servicing of F+B and shared spaces Cleaning of rooms (cart in hallway) 	Delivery confirmation signatures, which require both delivery employee and customer to touch the same scanner or tablet
		Customer to customer	Gift shop	 Multiple guests waiting at check-in Engagement in shared spaces (retail, F+B, gym, elevator) 	 Shared air circulation and control of air vents in rooms Shared sign-in pens, clipboards, touchpads, and keypads Elevator buttons and railings used by multiple people

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



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

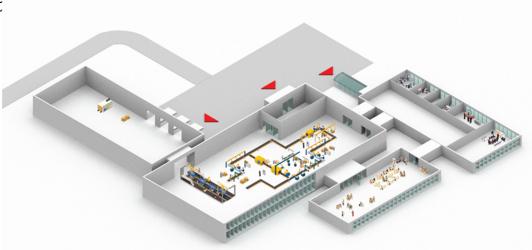


Digitization

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

- A Remodeled movement flows
- **B** Upgraded PPE for viral protection
- C Improved air filtration and ventilation
- **D** Touch-free handles/interfaces
- **E** Temperature measurement upon entry
- F Frequent sanitation of gym surfaces
- **G** Controlled entry to restaurant
- **H** Hygiene zones for waitstaff
- ا Health ال

- **J** Gesture or voice-controlled elevator with improved air filtration
- K Visual physical-distancing/sanitization cues
- L Worker proximity sensors in kitchen
- M Hot spot surfaces marked with color
- N Clean working kits
- O Communication of guidelines to guest
- P Staggered and scheduled gym usage
- **R** Restaurant tables spaced at greater intervals



Potential additional examples





Touch-free handles and interfaces





Privacy pods in public areas





Gesture or voicecontrolled elevator with improved air filtration

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-stav



Exploring & bookin

Being enticed to travel

Arrival & check-in

Arriving at the hotel

On premises



Exploring & staying in my room



Potential actions to consider

Reopen

Reopen &

immediate needs

Deciding whether travel is safe Researching safe options

Booking

COVID-19 clean certification

In-room messaging highlighting cleaning protocols

Waived cancellation fees for when guests are feeling sick

Creation of customer-facing sanitation protocols (eg, human certification, testing. environmental interventions)

Courtesy gloves, wipes, hand sanitizer, and masks

Checking in and going to room

All employees wear masks, gloves

Signage elements to avoid crowding on front desk

Front desk staff can interact with guests via chat

Check-in is automatic upon entry or assisted via app Arriving at the room & unpacking

Exploring entertainment

Cleaning

Courtesy gloves, wipes, hand sanitizer, and masks are available in the room

Remove high-touch objects (clocks, pen, pads)

Empty parts of hotel can be used to host patients

Plastic-wrapped, sanitized towels

Motion-controlled faucets

UV-light wireless phone charger

Exploring the hotel

Ordering room service

Going to bar or restaurant

Amenities (lounge, spa, gym)

Removal of magazines/books

Sanitizer and wipes at tables and fewer bar seats and tables

No upcharge for room service

Routines for handling guests infected during stay

Meal delivery (Uber eats) to room is finalized by hotel staff; containers are sanitized by staff

All room service offerings available through app

Leaving the hotel

post-stay

Remediation &

Checkout

Departing

Travel restrictions forces guests to stay longer than booked

Complimentary mask and sanitizer for travel back home

Digital-only folio

Digital-only check out

In-app dispute of charges

Reimagination

Distinctive longterm solutions

Enhanced virtual tours & quided maps of properties

Collaboration with ecosystem partners

Partnerships with ridesharing companies (eg. sanitized cars)

Touchless arrival—doors open automatically

Automated luggage carrying

App or motion-controlled curtains

Fully digital hotel

Lights controlled by app/voice

Door is unlocked with app and opens automatically

Voice- or app-activated lights, blinds/ curtains, entertainment

"Clean" areas in restaurants and bars, accessible

to people with health certification

VR/AR personal trainer for "platinum" members

Line of fashion-forward PPE clothing

Certified network clean vehicles (eq, hotel airport van, Uber partnership)