

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 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

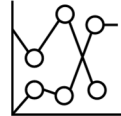


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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

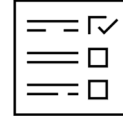
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

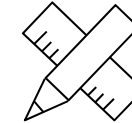
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



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

		 Goods transfer	 Services	 Internal tasks/processes
Interaction types	 Employee to employee	<ul style="list-style-type: none"> Arrival of white goods and food and beverage (F+B) items Removal of dirty linens and supplies from premises 	<ul style="list-style-type: none"> Employees operating in corporate and hotel offices Concierge and front desk Cleaners, maintenance, F+B staff, kitchens operating within hotels 	<ul style="list-style-type: none"> Employees working in corporate or hotel offices at desks Handing off paperwork and signatures Restocking cleaning supplies and amenities
	 Employee to customer	<ul style="list-style-type: none"> Parking tickets Signing at check-in Purchase of goods in retail store or kiosks Receipt of key In-room amenities distribution 	<ul style="list-style-type: none"> Conversation at check-in upon arrival Delivery of room service Servicing of F+B and shared spaces Cleaning of rooms (cart in hallway) 	<ul style="list-style-type: none"> Delivery confirmation signatures, which require both delivery employee and customer to touch the same scanner or tablet
	 Customer to customer	<ul style="list-style-type: none"> Gift shop 	<ul style="list-style-type: none"> Multiple guests waiting at check-in Engagement in shared spaces (retail, F+B, gym, elevator) 	<ul style="list-style-type: none"> 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

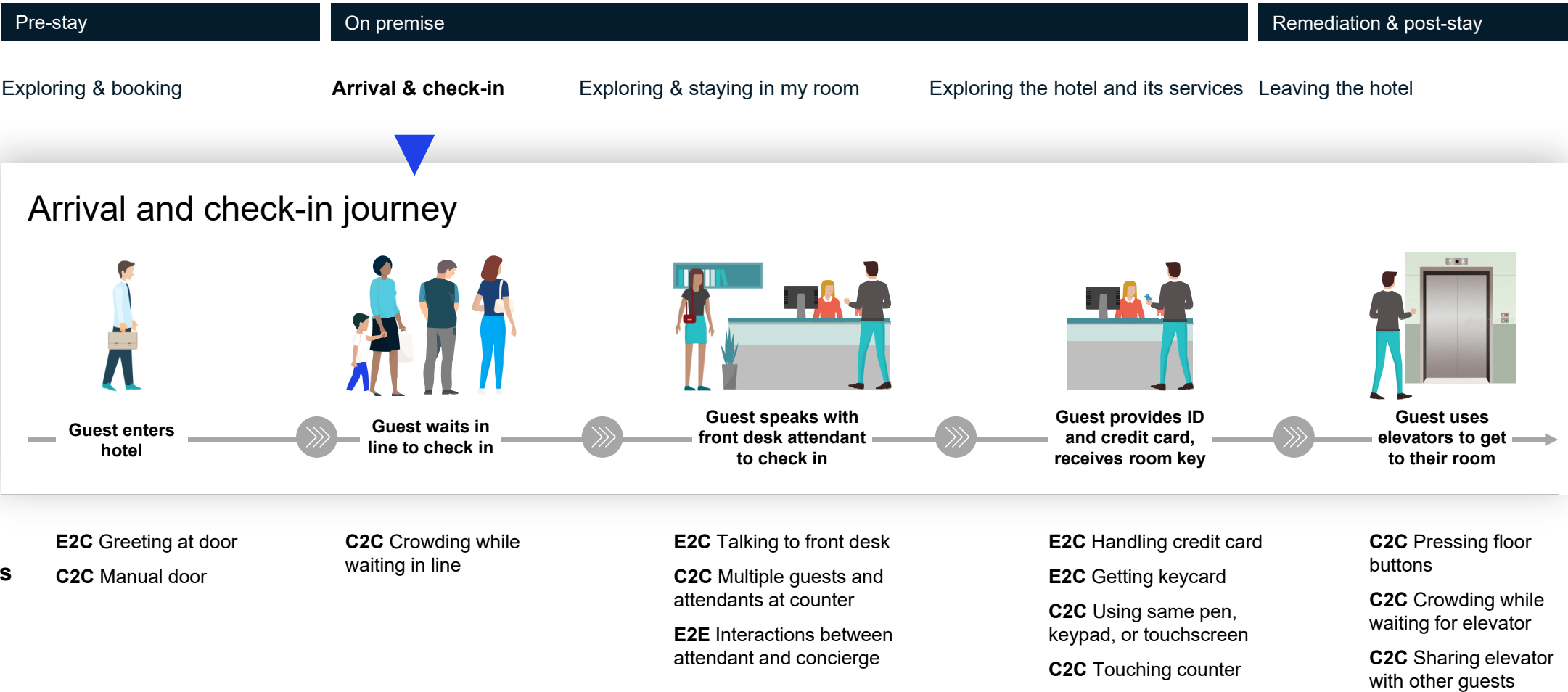
Once identified, organizations are advised to diagnose and prioritize areas of concern

ILLUSTRATIVE EXAMPLE

E2E: Employee to employee

E2C: Employee to customer

C2C: Customer to customer



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



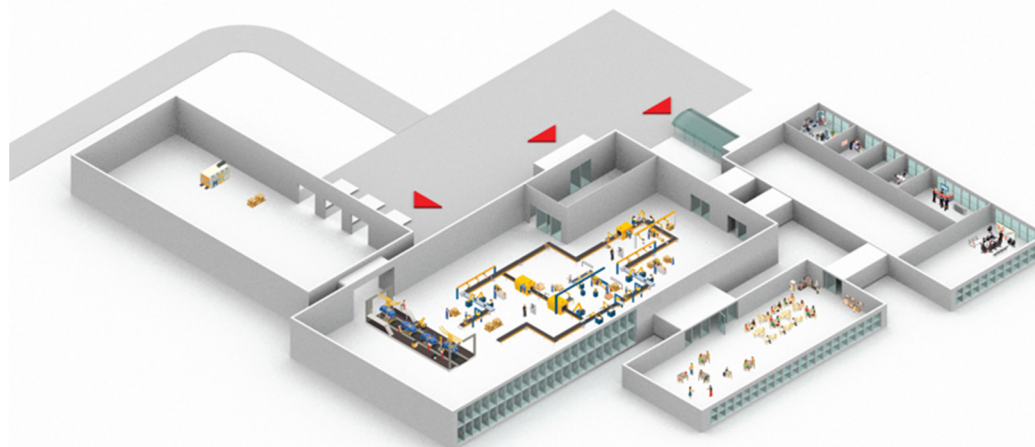
Processes



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
- I** Health IL
- 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

D



Touch-free handles and interfaces

M



Privacy pods in public areas

J



Gesture or voice-controlled 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

