Contactless service and operations: Quick service restaurants

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.

<table>
<thead>
<tr>
<th>Interaction types</th>
<th>Goods transfer</th>
<th>Services</th>
<th>Internal tasks/processes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee to employee</strong></td>
<td>Food and beverage passed between employees</td>
<td>Taking food orders</td>
<td>Restocking supplies and amenities</td>
</tr>
<tr>
<td></td>
<td>End-of-day money counts</td>
<td>Cooking in close proximity</td>
<td>Punching in and out</td>
</tr>
<tr>
<td></td>
<td>Cash taken to safe or off-premise</td>
<td></td>
<td>Sharing cleaning supplies (mops, buckets, spray bottles, etc)</td>
</tr>
<tr>
<td><strong>Employee to customer</strong></td>
<td>Employees passing orders, including food and trays</td>
<td>Handing food to customers</td>
<td>Work breaks</td>
</tr>
<tr>
<td></td>
<td>Customers paying with cash</td>
<td>Customers handing over credit card</td>
<td>Taking out the trash and cleaning</td>
</tr>
<tr>
<td><strong>Customer to customer</strong></td>
<td>Multiple customers using tables, chairs, trays, drink-filling stations</td>
<td>Multiple customers waiting in line to order</td>
<td>Touching doors when opening and closing the restaurant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Restroom surfaces</td>
<td>Giving printed receipts to customers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Customers ordering with touch-screens</td>
<td>Air circulation in dining area</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-restaurant</th>
<th>At restaurant</th>
<th>Leaving restaurant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Researching options</td>
<td>Ordering online</td>
<td>Driving to restaurant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Parking</td>
</tr>
<tr>
<td></td>
<td>Enter restaurant</td>
<td>Order and checkout</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Restroom visit</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dining</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Exiting restaurant</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Driving away</td>
</tr>
</tbody>
</table>

Customer order and checkout journey

Potential interactions

- **C2C** Crowding while waiting for kiosk or counter to free up
- **E2C** Interactions with customers while cleaning, refilling condiments, etc
- **C2C** Touching kiosk after other customers
- **E2C** Ordering food verbally at the counter
- **C2C** Using same keypad for card payment
- **C2C** Crowding while waiting for order number to be called
- **C2C** Speaking with other customers while waiting
- **E2E** Multiple kitchen cooks work on fulfilling customer order
- **C2C** Touching shared surfaces (e.g., counters, condiments, trays)
- **C2C** Paying in cash and receiving change
- **C2C** Touching door handles while exiting
- **E2C** Opening takeout bag and eating food

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

Illustrative Example

New offers & services

Policies

Processes

Digitization

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

A Temperature measurement on entry
B Remodeled movement flows including one-way entries and exits
C Increased table spacing
D Limitation of customer density throughout day
E Communication of guidelines to customers
F Contactless ordering
G Dedicated hours and dining areas for at-risk populations
H Display with real-time exposure risk score
I Clearly marked hot spots
J Signage elements and/or ticketing system to avoid crowding when ordering inside
K Upgraded PPE at kitchen and counter
L Restaurant’s protective measures communicated on food delivery apps
M Curbside order pickup
N More touch-free interfaces
O Sanitizer or wipes at exit
P Greater use of outdoor areas during warmer months
Q Sanitation stations
R Greater use of outdoor areas during warmer months
S Temperature measurement on entry
T Remodeled movement flows including one-way entries and exits
U Increased table spacing
V Limitation of customer density throughout day
W Communication of guidelines to customers
X Contactless ordering
Y Dedicated hours and dining areas for at-risk populations
Z Display with real-time exposure risk score
AA Clearly marked hot spots
AB Signage elements and/or ticketing system to avoid crowding when ordering inside
AC Upgraded PPE at kitchen and counter
AD Restaurant’s protective measures communicated on food delivery apps
AE Curbside order pickup
AF More touch-free interfaces
AG Sanitizer or wipes at exit
AH Greater use of outdoor areas during warmer months
AI Sanitation stations
AJ Temperature measurement on entry
AK Remodeled movement flows including one-way entries and exits
AL Increased table spacing
AM Limitation of customer density throughout day
AN Communication of guidelines to customers
AO Contactless ordering
AP Dedicated hours and dining areas for at-risk populations
AQ Display with real-time exposure risk score
AR Clearly marked hot spots
AS Signage elements and/or ticketing system to avoid crowding when ordering inside
AT Upgraded PPE at kitchen and counter
AU Restaurant’s protective measures communicated on food delivery apps
AV Curbside order pickup
AW More touch-free interfaces
AX Sanitizer or wipes at exit
AY Greater use of outdoor areas during warmer months
AZ Sanitation stations

Potential additional examples

C Increased table spacing
I Clearly marked hot spots
N More touch-free interfaces

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>
<thead>
<tr>
<th>Pre-restaurant</th>
<th>At restaurant</th>
<th>Leaving restaurant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Exploring Choices</strong></td>
<td><strong>Arrival and drive-through</strong></td>
<td><strong>Dining in</strong></td>
</tr>
<tr>
<td>Researching food options</td>
<td>Temperature check upon arrival</td>
<td>Ordering and payment</td>
</tr>
<tr>
<td>Ordering online</td>
<td>Courtesy gloves, wipes, and hand sanitizer available</td>
<td>Dining</td>
</tr>
<tr>
<td>Driving to the restaurant</td>
<td>All employees wear protective equipment</td>
<td>Using the bathroom</td>
</tr>
<tr>
<td><strong>Reopen</strong></td>
<td><strong>Dining in</strong></td>
<td><strong>Leaving the restaurant</strong></td>
</tr>
<tr>
<td>COVID-19 clean certification</td>
<td>Ordering and payment</td>
<td><strong>Exiting the restaurant</strong></td>
</tr>
<tr>
<td>Protective measures per restaurant displayed on food delivery apps</td>
<td>Dining</td>
<td>Departing the parking lot</td>
</tr>
<tr>
<td>Dedicated hours and dine-in areas for at-risk populations</td>
<td>Using the bathroom</td>
<td><strong>Departing the parking lot</strong></td>
</tr>
<tr>
<td>Food delivery by restaurant</td>
<td><strong>Departing the parking lot</strong></td>
<td><strong>Restaurants in</strong></td>
</tr>
<tr>
<td>Food delivered in sanitized/approved casing to limit spread</td>
<td><strong>Departing the parking lot</strong></td>
<td><strong>Reimagination</strong></td>
</tr>
<tr>
<td>Mobile order directly through QSR app</td>
<td><strong>Departing the parking lot</strong></td>
<td>Distinctive long-term solutions</td>
</tr>
</tbody>
</table>

### Potential actions to consider

- Researching food options
- Ordering online
- Driving to the restaurant

### Reopen

- COVID-19 clean certification
- Protective measures per restaurant displayed on food delivery apps
- Dedicated hours and dine-in areas for at-risk populations
- Food delivery by restaurant
- Food delivered in sanitized/approved casing to limit spread
- Mobile order directly through QSR app

### Reopen & immediate needs

- Exit-only doors
- Traffic control
- Sanitizer or wipes at exit
- Shoe disinfecting mats
- Repurposed parking spots
- Automatic doors
- Customer survey emailed upon exit for instant feedback
- Digital check-in/out of premise to enable quicker contact tracing

### Reimagination

- Exposure risk score by restaurant
- Use artificial intelligence on purchasing patterns to anticipate customer behaviors
- Personalized concierge delivery

- Regular order linked to license plate and scanned upon entry, food paid automatically and delivered to car
- Curbside / parking lot order pickup

- Robotic food preparation and other automation to limit customer exposure
- Distanced food preparation stations and reimagined flows

- App alert upon exit with any changes in exposure risk score

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.