Contactless operations: Creating safer, more distinctive experiences

Improving and enabling human-oriented contactless service and operations in response to COVID-19

June 2020
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 not just safer but better.

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.

Organizations should follow local regulations and country-specific circumstances before implementation of specific interventions.

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Businesses are rethinking services to solve for physical and psychological safety while managing business resilience

The imperative of our times: Safeguard both lives and livelihoods throughout the phases of the COVID-19 outbreak

Imperative 1
Safeguard lives

1. Suppress the virus as soon as possible
2. Expand treatment and testing capacity
3. Find better treatment, drugs, vaccines

Imperative 2
Safeguard livelihoods

1. Support people and businesses affected by lockdown
2. Prepare to get back to work safely when the virus abates
3. Prepare to accelerate a recovery from an estimated -15% to -20% trough

Unknown impact
Length of the pandemic and its ultimate impact are unknown; the disruption of recurring “pauses” may happen

Customer hesitation and shifting expectations
Psychological readiness or willingness to return to “normal” behaviors may not align with reopening timelines

Shifting landscape and regulatory issues
Companies may see temporary as well as permanent changes to industry, and the key elements for reopening (eg, tracking and tracing programs) aren’t yet defined

Evolving competitive landscape
Changing players, consolidation, and evolving brand positioning will demand that companies be agile

Focus on creating distinctive value
Create a safer environment while continuing to create value through new experiences

Source: McKinsey analysis in partnership with Oxford Economics

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 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:

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

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.
Companies can **determine critical journeys** across the business and map the **areas of concern** associated with the following types of **interactions**:

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

These interactions should cover all **relevant work environments** within the business and their associated physical spaces and surfaces.

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**Concerns can be identified across all work environments relevant to the organization**

<table>
<thead>
<tr>
<th>Environment examples</th>
<th>Key interactions</th>
<th>Sample industries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing &amp; distribution (&quot;inside work&quot;—plants and warehouses)</td>
<td>E2E</td>
<td>Manufacturing industries, logistics, any business with a distribution center</td>
</tr>
<tr>
<td>Field &amp; services (&quot;outside work&quot;—field service forces, logistics, O&amp;G, etc)</td>
<td>E2C, C2C</td>
<td>Agriculture, construction, freight, field/remote services</td>
</tr>
<tr>
<td>Office (shared indoor work spaces without physical work)</td>
<td>E2C, C2C</td>
<td>All organizations with an office, education, public services</td>
</tr>
<tr>
<td>Retail &amp; food (customer-facing work with shorter-term exposure or larger spaces)</td>
<td>E2C, C2C, C2C</td>
<td>Grocery stores, restaurants, non-grocery retail</td>
</tr>
<tr>
<td>Travel &amp; hospitality (customer-facing work with longer-term exposure in enclosed spaces)</td>
<td>E2C, C2C, C2C</td>
<td>Hotel chains, cruise ships, airlines, buses</td>
</tr>
</tbody>
</table>

Within each environment, an assessment can be completed across journeys focusing on the key interactions, including the following:

- **Transfer of goods**
- **Services**
- **Internal tasks/processes**
- **Spaces and Surfaces**

Identification of areas to explore can also consider elements of the unique business and health context, including the following:

- **Local prevalence** of the virus
- **Local regulations**

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### Identify interactions & areas of concern: Example

**ILLUSTRATIVE EXAMPLE**

<table>
<thead>
<tr>
<th>Research and commute</th>
<th>At starting stations</th>
<th>Onboard and transfer</th>
<th>At end stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research route &amp; schedule</td>
<td>Navigating station</td>
<td>Stowing luggage</td>
<td>Transfer to other trains</td>
</tr>
<tr>
<td>Travel to station/stop</td>
<td>Buying tickets</td>
<td>Ticket collection</td>
<td>Getting off train</td>
</tr>
<tr>
<td></td>
<td>Waiting at station</td>
<td>Using restroom</td>
<td>Issues &amp; follow-up</td>
</tr>
<tr>
<td></td>
<td>Boarding train</td>
<td>Transfer to other trains</td>
<td>Leaving station</td>
</tr>
</tbody>
</table>

**At the starting station**

- **Navigating the station**
  - C2C Opening doors, touching handrails, elevator buttons, etc
  - C2C Crowding around departure board and station maps
  - E2C Staff assisting passengers around station and on platforms

- **Purchasing or collecting pre-purchased tickets**
  - C2C Crowding in lines to buy tickets from machines or agents
  - C2C Using kiosk touchscreens and keypads to buy tickets
  - E2E Multiple ticket agents sharing terminals, equipment, counters

- **Waiting for train arrival and platform announcement**
  - C2C Sitting down in crowded waiting areas
  - E2C Buying food and travel necessities from station vendors
  - C2C Using vending machines

- **Lining up at platform to board train**
  - C2C Crowding on escalators, stairs, & elevators to platform
  - C2C Crowding and chatting while lining up to board train
  - E2C Train staff assisting passengers on platform

- **Boarding train**
  - C2C Interacting with other passengers
  - C2C Touching shared surfaces (armrests, seats)
  - E2C Train staff guiding passengers
  - C2C Stowing luggage

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

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.
Mapping the customer and employee journeys in each environment can help identify the areas of concern across interactions

### Examples of safety concerns in each interaction type

<table>
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<tr>
<th>Interaction types</th>
<th>Goods transfer</th>
<th>Services</th>
<th>Internal tasks/processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee to employee</td>
<td>In a distribution center, goods may be transferred from person to person (i.e., from order picking to packing); may involve close proximity and touching the same goods.</td>
<td>Two field service technicians drive in the same truck to a customer site; may involve touching the same surfaces and breathing the same air.</td>
<td>An employee goes to the IT support desk for help with a computer malfunction, and the two employees may stand in close proximity and touch the same devices.</td>
</tr>
<tr>
<td>Employee to customer</td>
<td>Purchasing a garden hose in a hardware store may involve a customer and an employee in close proximity and touching the same bags and cash.</td>
<td>A field service technician servicing a piece of equipment (e.g., gas turbine, airplane) may come into contact with the customer to understand the problem and may share tools with other employees.</td>
<td>A package delivery employee needs to get a delivery confirmation signature, requiring both employee and customer to touch the same scanner or iPad.</td>
</tr>
<tr>
<td>Customer to customer</td>
<td>Two customers may meet in person for a consumer marketplace purchase, which may lead to close proximity and touching the same products.</td>
<td>Multiple patients may be sharing the waiting room of a doctor’s office, which may lead to close proximity and touching of communal objects, such as furniture, door handles, or magazines.</td>
<td>Customers may use the same working surface to complete forms in a bank or to ship packages, which may lead to close proximity and touching the same surfaces and pens.</td>
</tr>
</tbody>
</table>

Source: McKinsey

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Diagnose and prioritize: Interactions can be prioritized for intervention considering safety concerns and impact on experience

ILLUSTRATIVE EXAMPLE

Safety assessment

Exposure factors

- Intensity of exposure
- Duration of contact
- Frequency of contact

Local context

- Prevalence of infection in local population
- Potential for ongoing exposure events (e.g., due to active public health interventions)

Interactions can be prioritized for intervention based on severity and impact on experience or perception

<table>
<thead>
<tr>
<th>Severity of safety concern</th>
<th>Impact on experience/perception</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low (White)</td>
</tr>
<tr>
<td>High</td>
<td>High (Blue)</td>
</tr>
<tr>
<td>Low</td>
<td>Second priority (Teal)</td>
</tr>
<tr>
<td>High</td>
<td></td>
</tr>
</tbody>
</table>

Top priority

Second priority

Operational feasibility, financial implications, and customer and employee experience can be considered for each scenario and intervention.

Safety concerns should be addressed across specific work environments or roles to assist with tactical intervention plans.

Source: Relevant guidance available from OSHA


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.
Diagnose and prioritize areas of concern: Example

ILLUSTRATIVE EXAMPLE

Research and commute
- Research route & schedule
- Travel to station/stop

At starting stations
- Navigating through the station
- Purchasing or collecting pre-purchased tickets
- Waiting for train arrival and platform announcement
- Lining up at platform to board train
- Boarding train

Onboard and transfer
- Stowing luggage
- Ticket collection
- Using restroom
- Transfer to other trains

At end stations
- Getting off train
- Issues & follow-up
- Leaving station

Potential interactions
- C2C: Opening doors, touching handrails, elevator buttons, etc
- C2C: Crowding around departure board and station maps
- E2C: Staff assisting passengers around station and on platforms
- C2C: Crowding in lines to buy tickets from machines or agents
- C2C: Using kiosk touchscreens and keypads to buy tickets
- E2E: Multiple ticket agents sharing terminals, equipment, counters
- C2C: Sitting down in crowded waiting areas
- E2C: Buying food and travel necessities from station vendors
- E2C: Using vending machines
- C2C: Using restrooms at station
- C2C: Crowding on escalators, stairs, & elevators to platform
- C2C: Interacting with other passengers
- C2C: Touching shared surfaces (armrests, seats)
- E2C: Train staff guiding passengers
- E2C: Train staff assisting passengers on platform
- C2C: Stowing luggage

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 design solutions for the prioritized safety concerns that can appropriately address and mitigate those concerns as well as improve the overall customer and employee experience.

The majority of safety concerns can be mitigated by making changes across five potential categories of interventions:

1. **New offers & services**
2. **Policies**
3. **Processes**
4. **Digitization**
5. **Protect individuals (eg training, PPE)**

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Develop and execute: Companies can consider solutions that deliver differentiated customer and employee experiences

Table stakes solutions

Meet baseline safety and public health requirements

Focused on functional measures to keep employees and customers safer and to be in compliance

Opportunities to differentiate

Elevated protocols to reassure customers and employees

Recognized for going beyond the basic requirements

Example: Push notification of room cleaning

Distinctive interventions

Keep the human element pervasive and address COVID-19-related and pre-COVID-19 pain points

Recognized as an experience leader

Example: Ability to order room service via app with contact-free delivery

Not exhaustive

Safety requirements

Value creating

Decisions on the level of innovation to pursue may depend on a company’s market and brand aspirations across offerings.

Many companies may consider using early innovations as an opportunity to stay ahead of the curve and redesign experiences to be not just safer but better.

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Adapt and sustain: Moving to ‘reimagining’ and deploying solutions will likely require an agile ‘test and learn’ methodology

**ILLUSTRATIVE EXAMPLE**

Quick ideation and iteration is necessary to implement solutions.

As conditions change and companies face external and internal pressures, quick iteration is required.

Team focuses on long-term vision and control.

**Design team**

Plan up front which cross-functional teams are required.

Mobilize expert design teams for quick iteration.

Several teams work in agile sprints designing and piloting new concepts and ideas.

**Implementation team**

Bold moves.

Implementation teams roll out piloted designs.

Quick wins implemented since the start can help create a more robust operations backbone.

Quick wins.

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.
Questions?

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