

Contactless operations: Creating safer, more distinctive experiences

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

June 2020



Context and how to use this document

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.

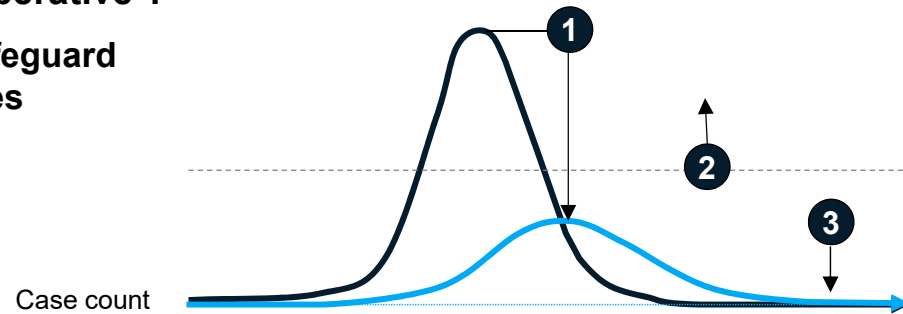
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Businesses are rethinking services to solve for physical and psychological safety while managing business resilience

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

Imperative 1

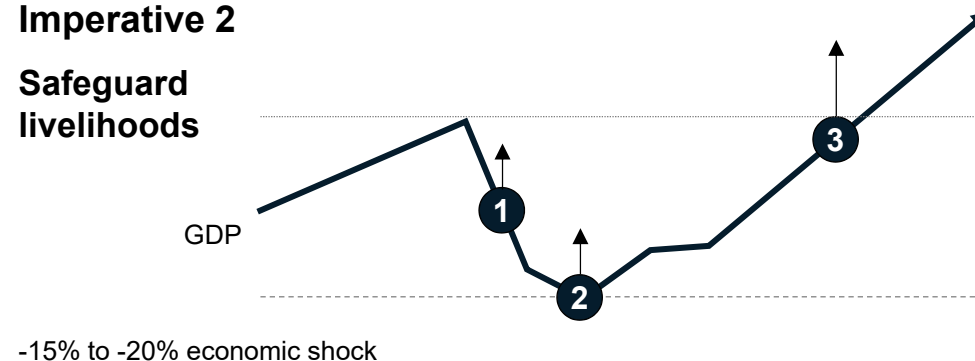
Safeguard lives



- 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

The IDEA framework provides a process that can help identify human-centered solutions for evolving business scenarios

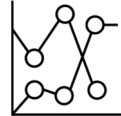


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

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

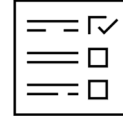
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

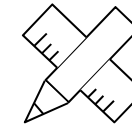
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



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

Identify interactions & areas of concern



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**

Manufacturing & distribution



Field & services



Office




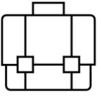



Retail & food



Travel & hospitality



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

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



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**

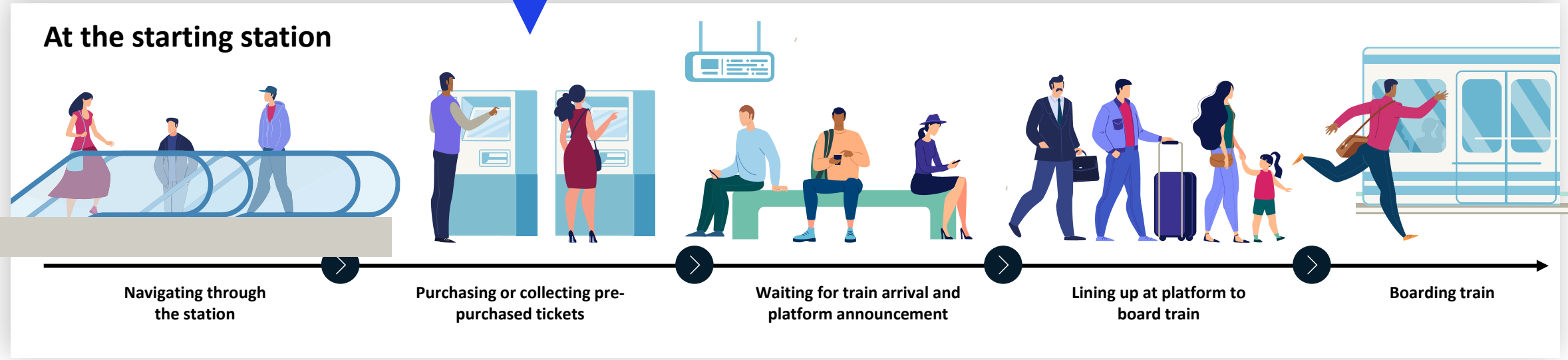
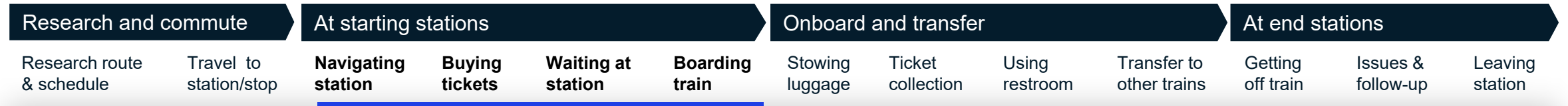
Identification of areas to explore can also consider elements of the **unique business and health context**, including the following:

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

Identify interactions & areas of concern: Example

ILLUSTRATIVE EXAMPLE

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



Stage	Potential interactions	Areas of concern
Navigating through the station	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> C2C Sitting down in crowded waiting areas E2C Buying food and travel necessities from station vendors C2C Using vending machines C2C Using restrooms at station 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> C2C Interacting with other passengers C2C Touching shared surfaces (armrests, seats) E2C Train staff guiding passengers C2C Stowing luggage 	

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

ILLUSTRATIVE EXAMPLE



Examples of safety concerns in each interaction type



Goods transfer



Services



Internal tasks/processes

Interaction types



Employee to employee

In a distribution center, goods may be transferred from person to person (ie, from order picking to packing); may involve close proximity and touching the same goods.

Two field service technicians drive in the same truck to a customer site; may involve touching the same surfaces and breathing the same air.

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.



Employee to customer

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.

A field service technician servicing a piece of equipment (eg, gas turbine, airplane) may come into contact with the customer to understand the problem and may share tools with other employees.

A package delivery employee needs to get a delivery confirmation signature, requiring both employee and customer to touch the same scanner or iPad.



Customer to customer

Two customers may meet in person for a consumer marketplace purchase, which may lead to close proximity and touching the same products.

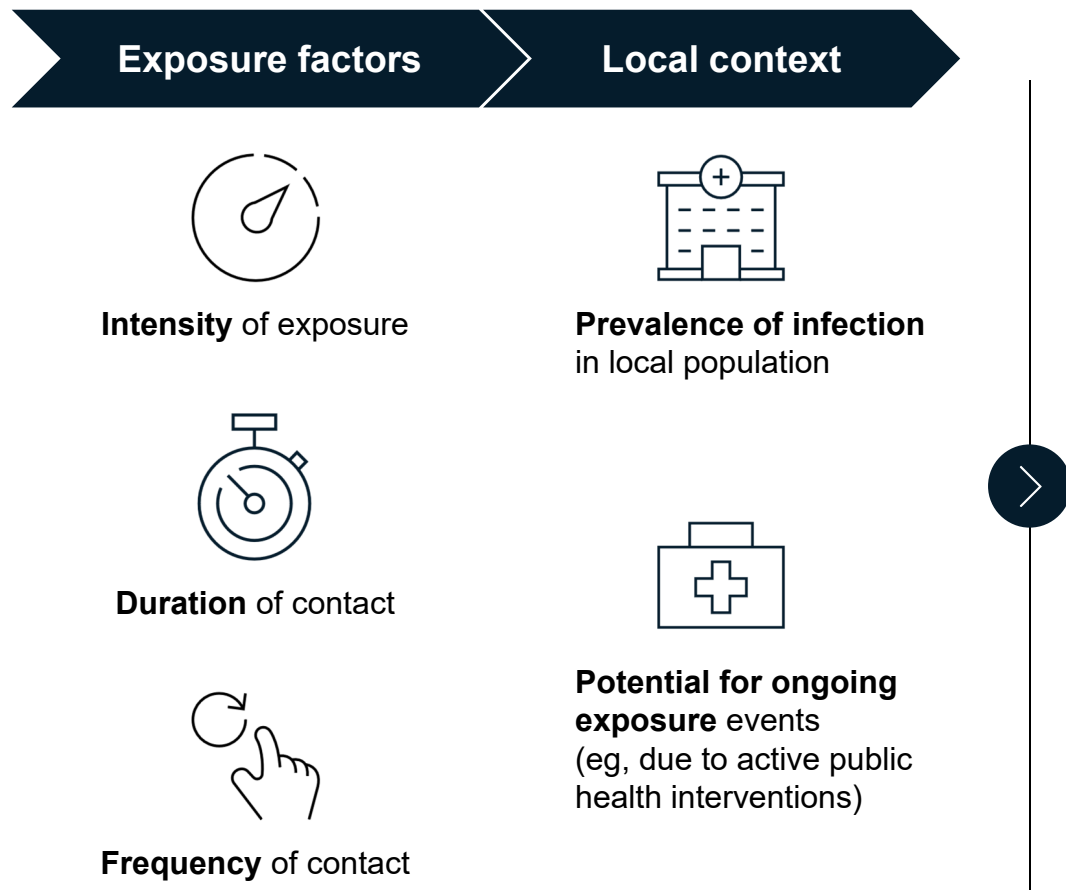
Multiple patients may be sharing the waiting room of a doctor's office, which may lead to close proximity and touching of communal objects, such as furniture, door handles, or magazines.

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.

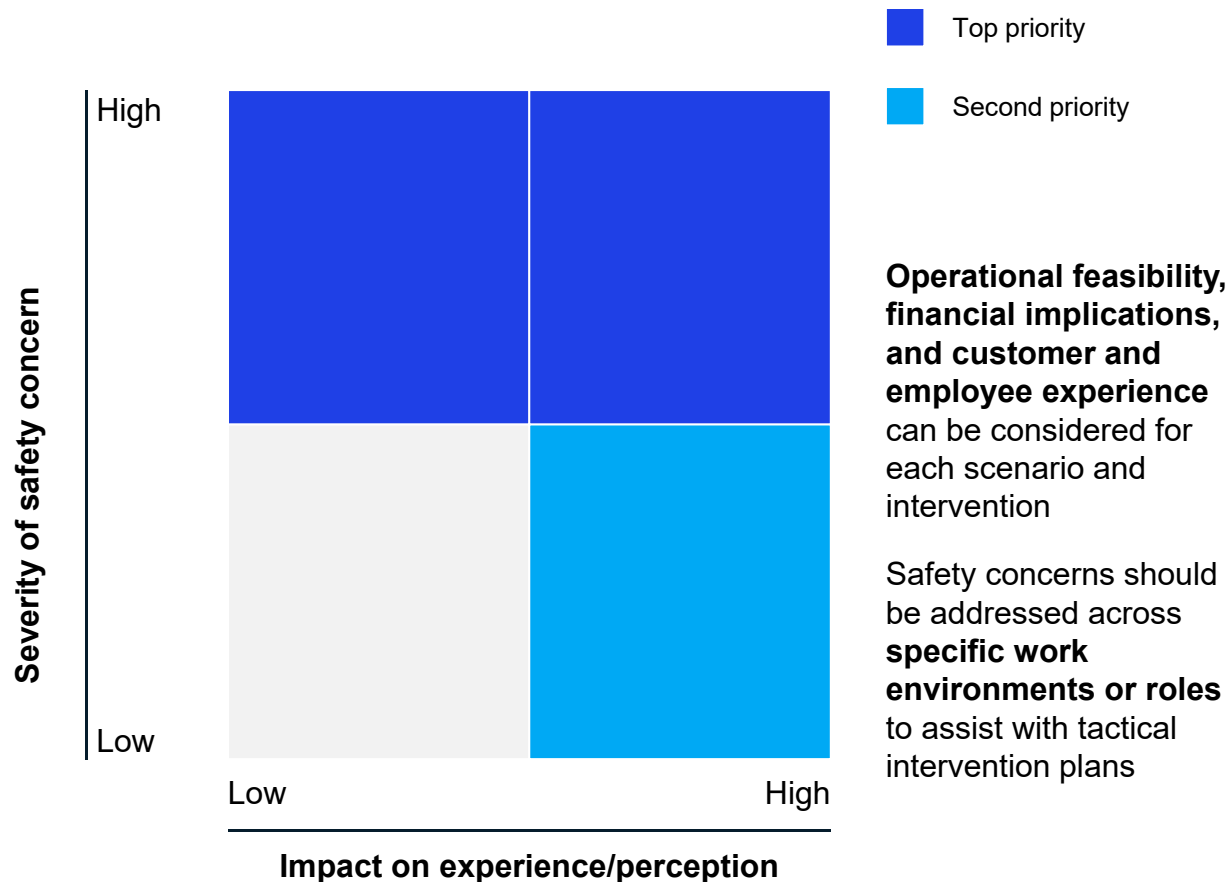
Diagnose and prioritize: Interactions can be prioritized for intervention considering safety concerns and impact on experience

ILLUSTRATIVE EXAMPLE

Safety assessment



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

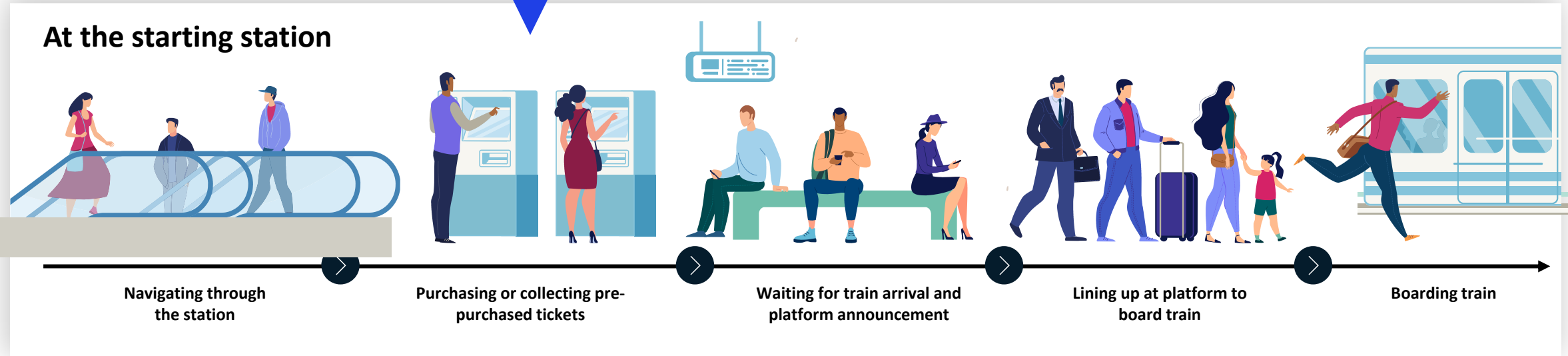
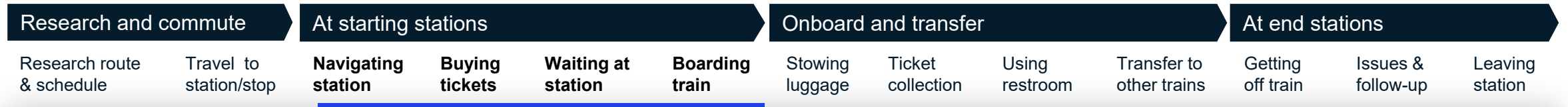


1. <https://www.osha.gov/Publications/OSHA3990.pdf>

Diagnose and prioritize areas of concern: Example

ILLUSTRATIVE EXAMPLE

■ Top priority
 ■ Secondary priority
 E2E: Employee to employee E2C: Employee to customer C2C: Customer to customer



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

ILLUSTRATIVE EXAMPLE

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.



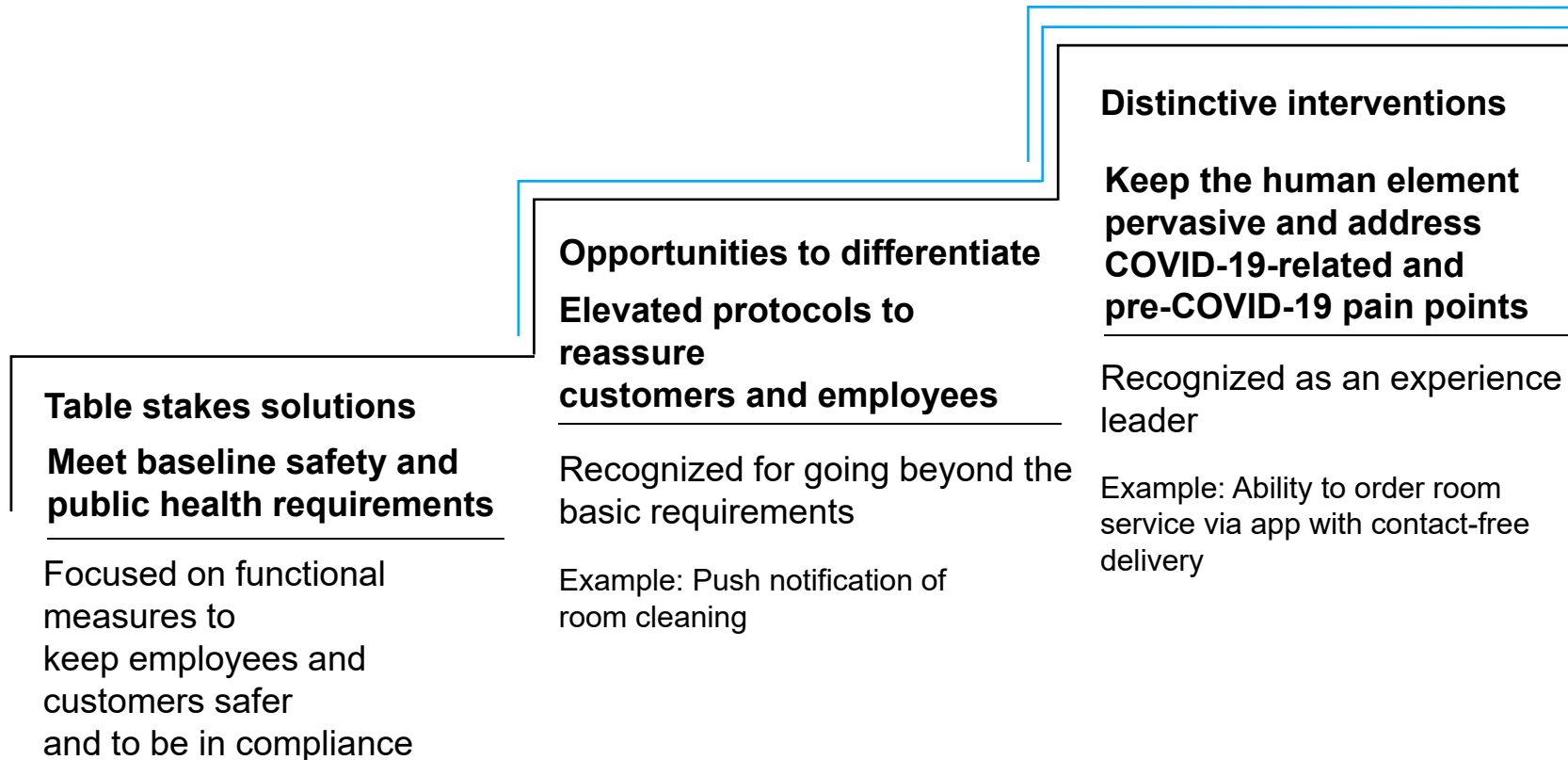
The majority of safety concerns can be mitigated by making changes across **five potential categories of interventions**

-  **New offers & services**
-  **Policies**
-  **Processes**
-  **Digitization**
-  **Protect individuals (eg training, PPE)**

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

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

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

ILLUSTRATIVE EXAMPLE

