Contactless service and operations: Retail grocery

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

- 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.

### Detailed areas per type of interaction and operation

<table>
<thead>
<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>Sharing equipment and items, Product disinfecting and cleaning, Loading/unloading, restocking and organizing shelves</td>
<td>Checkout and customer-service counters, Cleaning, maintenance, operations within the store</td>
<td>Employees working in corporate or back office, Handing off paperwork and signatures</td>
</tr>
<tr>
<td>Employee to customer</td>
<td>Returning and exchanging products, Stocking goods, Handling foods such as bread, deli meats, pastries, flowers, samples, etc</td>
<td>Conversations upon arrival, Delivery services, Dining, snacks, water, Bathroom</td>
<td>Customer support center</td>
</tr>
<tr>
<td>Customer to customer</td>
<td>Handling of grocery carts, baskets, and food items, Handling produce bags, Handling prepared food items on a buffet</td>
<td>Customers lining up at checkout, Customers passing each other in aisles or in a parking lot</td>
<td>Touching the same baskets, carts, products, and self-checkout kiosks</td>
</tr>
</tbody>
</table>

**ILLUSTRATIVE EXAMPLE**

**NONEXHAUSTIVE**

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-trip</th>
<th>In-store</th>
<th>Leaving the store</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research</td>
<td>Arrivals</td>
<td>Facilities and other services</td>
</tr>
<tr>
<td>Preparation</td>
<td>Shopping</td>
<td>Checkout</td>
</tr>
<tr>
<td>Commute</td>
<td>Dining</td>
<td>Exiting</td>
</tr>
</tbody>
</table>

**Shopping journey**

- **Customer browses products**
- **Customer selects products**
- **Customer speaks with store clerk for inquiry**

**Checkout journey**

- **Customer lines up for checkout**
- **Customer makes payment**
- **Clerk packages groceries and hands over to customers**

**Potential interactions**

- **C2C** Picking up baskets and grocery carts
- **C2C** Picking up and putting products back
- **E2C** Organizing and restocking products
- **C2C** Touching and examining products
- **E2C** Ordering food at a deli counter
- **E2E** Collaborating to address customer needs
- **E2C** Answering customers’ questions
- **E2C** Searching products for customers
- **E2C** Helping customers to get in line
- **C2C** Lining up closely
- **E2C** Checking out for customers
- **E2C** Taking wallet or smart phones out for payments
- **E2C** Bagging groceries
- **E2C** Handing over receipts

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**

**New offers & services**

**Policies**

**Processes**

**Digitization**

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

- **A** Planning toward and delivering on holistic well-being and health
- **B** More touch-free handles/interfaces
- **C** Contactless check out
- **D** Wider aisles
- **E** Health checks when entering the store
- **F** Remodeled movement flows
- **G** Upgraded PPE for viral protection
- **H** Improved air filtration and ventilation
- **I** Hygiene zones for store clerks
- **J** Visual physical-distancing/sanitization cues
- **K** Worker proximity sensors in storage room
- **L** Hot spot surfaces marked with color
- **M** Staggered and scheduled deliveries
- **N** Limited number of guests in grocery
- **O** Auto disinfection of aisles and food products

**Potential additional examples**

- **F** Remodeled movement flows
- **G** Upgraded PPE for viral protection
- **H** Improved air filtration and ventilation
- **I** Hygiene zones for store clerks
- **J** Visual physical-distancing/sanitization cues
- **K** Worker proximity sensors in storage room
- **L** Hot spot surfaces marked with color
- **M** Staggered and scheduled deliveries
- **N** Limited number of guests in grocery
- **O** Auto disinfection of aisles and food products

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-Trip</th>
<th>In-store</th>
<th>Shopping, dining, and using facilities</th>
<th>Checkout</th>
<th>Leaving store</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Potential actions to consider</strong></td>
<td><strong>Distancing measures at the store</strong></td>
<td><strong>Limit physical contact as much as possible (contactless experiences)</strong></td>
<td><strong>Sanitize grocery carts and baskets</strong></td>
<td></td>
</tr>
<tr>
<td>Research and preparing</td>
<td>Commute, arrival</td>
<td>Shopping, dining, and using facilities</td>
<td>Checkout</td>
<td></td>
</tr>
<tr>
<td>- Needing to grocery shop</td>
<td>- Parking lot</td>
<td>- Roaming aisles</td>
<td>- Waiting in line with customers</td>
<td></td>
</tr>
<tr>
<td>- Researching grocery store</td>
<td>- Entry into store</td>
<td>- Handling food products</td>
<td>- Exchanging payment</td>
<td></td>
</tr>
<tr>
<td>- Deciding to go</td>
<td>- Grabbing grocery cart/basket</td>
<td>- Interacting with store clerks</td>
<td>- Bagging groceries</td>
<td></td>
</tr>
<tr>
<td><strong>Reopen</strong></td>
<td><strong>Limited number of guests in store</strong></td>
<td><strong>Provide sufficient space and distance in checkout lanes</strong></td>
<td><strong>Sanitize grocery carts and baskets</strong></td>
<td></td>
</tr>
<tr>
<td>Reopen &amp; immediate needs</td>
<td><strong>Check customers' temperatures</strong></td>
<td><strong>Clean high-contact areas</strong></td>
<td>Enforce physical distancing when exiting store</td>
<td></td>
</tr>
<tr>
<td>COVID-19 clean certification</td>
<td><strong>Ensure safety of customers</strong></td>
<td><strong>Provide contactless checkout</strong></td>
<td>Space out parking spots</td>
<td></td>
</tr>
<tr>
<td>Provide dedicated time for higher-risk population</td>
<td><strong>Updating information, cleaning stations/tools, etc</strong></td>
<td><strong>Remove high-touch objects</strong></td>
<td><strong>Traffic control</strong> of customers leaving store</td>
<td></td>
</tr>
<tr>
<td>Communication with customers on safety efforts</td>
<td><strong>Enforce physical distancing in aisles</strong></td>
<td>(clocks, pen, pads)</td>
<td><strong>Controlled exit and sanitation of grocery carts/baskets</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Reimagination</strong></td>
<td><strong>Increase physical distancing in aisles</strong></td>
<td><strong>Fully contactless payment with no money or physical receipts exchanged</strong></td>
<td><strong>Auto-sanitize stations for grocery carts/baskets</strong></td>
<td></td>
</tr>
<tr>
<td>Distinctive long-term solutions</td>
<td><strong>More touch-free interactions and controlled movement</strong></td>
<td><strong>App to scan products on personal phone and checkout</strong></td>
<td><strong>Auto-sanitize working area after each use</strong></td>
<td></td>
</tr>
<tr>
<td>Safety and assurance to customers</td>
<td>- Increased sanitation and streamlined entry process</td>
<td><strong>Video checkout clerk</strong></td>
<td><strong>Customer-only bagging</strong></td>
<td></td>
</tr>
<tr>
<td>- Increased online shopping and delivery capabilities, including more delivery windows and faster deliveries</td>
<td>- Increased and automated disinfection of shopping carts/baskets</td>
<td><strong>Prepare for customer service using chat function (in-app, text)</strong></td>
<td><strong>Traffic control</strong> of customers leaving store</td>
<td></td>
</tr>
<tr>
<td>- App showing number of people currently in store</td>
<td>- Streamlined entry process to avoid clustering</td>
<td><strong>Employees in full PPE to handle product for customers</strong></td>
<td><strong>Customer-only bagging</strong></td>
<td></td>
</tr>
<tr>
<td>- App showing availability of products to avoid unnecessary trips</td>
<td>- Sanitation stations in parking lot and at the entrance</td>
<td><strong>Virtual customer service using chat function (in-app, text)</strong></td>
<td><strong>Traffic control</strong> of customers leaving store</td>
<td></td>
</tr>
<tr>
<td>- Scheduled store visits</td>
<td>- Pick-up of orders from touchless lockers</td>
<td>- <strong>Auto-sanitize working area after each use</strong></td>
<td><strong>Customer-only bagging</strong></td>
<td></td>
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</tbody>
</table>

**Touch-free journey**

- **Key actions**
  - **Pre-Trip**
    - Research and preparing
    - Commute, arrival
  - **In-store**
    - Shopping, dining, and using facilities
    - Checkout
  - **Leaving store**
    - Leaving store

**Key components**

- **Research and preparing**
  - Needing to grocery shop
  - Researching grocery store
  - Deciding to go
- **Commute, arrival**
  - Parking lot
  - Entry into store
  - Grabbing grocery cart/basket
- **Shopping, dining, and using facilities**
  - Roaming aisles
  - Handling food products
  - Interacting with store clerks
- **Checkout**
  - Waiting in line with customers
  - Exchanging payment
  - Bagging groceries
- **Leaving store**
  - Exiting store
  - Dropping off grocery cart
  - Leaving parking lot

**Key touchpoints**

- **Pre-Trip**
  - Potential actions to consider
  - Research and preparing
  - Commute, arrival
  - Shopping, dining, and using facilities
- **In-store**
  - Shopping, dining, and using facilities
  - Checkout
  - Leaving store
  - Leaving store

**Key considerations**

- **Safety and assurance to customers**
  - Increased online shopping and delivery capabilities
  - App showing number of people currently in store
  - App showing availability of products to avoid unnecessary trips
- **Increased sanitation and streamlined entry process**
  - Increased and automated disinfection of shopping carts/baskets
  - Streamlined entry process to avoid clustering
  - Sanitation stations in parking lot and at the entrance
  - Pick-up of orders from touchless lockers
- **More touch-free interactions and controlled movement**
  - Touch-free bathrooms
  - Touch-free produce-bag dispensing
  - Sensors to limit number of customers in a given area
  - Employees in full PPE to handle product for customers
  - Virtual customer service using chat function (in-app, text)
- **Fully contactless payment with no money or physical receipts exchanged**
  - App to scan products on personal phone and checkout
  - Video checkout clerk
  - Auto-sanitize working area after each use
  - Customer-only bagging

**Key outcomes**

- **COVID-19 clean certification**
  - Enforce physical distancing when exiting store
  - Space out parking spots
- **Sanitize grocery carts and baskets**
- **Touch-free bathrooms**
- **Touch-free produce-bag dispensing**
- **Sensors to limit number of customers in a given area**
- **Employees in full PPE to handle product for customers**
- **Virtual customer service using chat function (in-app, text)**
- **App to scan products on personal phone and checkout**
- **Video checkout clerk**
- **Auto-sanitize working area after each use**
- **Customer-only bagging**

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