Contactless service and operations: Workplaces

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

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>Detailed areas per type of interaction and operation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employee to employee</strong></td>
<td><strong>Material transfer</strong>&lt;br&gt;Handling documents and paperwork&lt;br&gt;Sharing devices, equipment, and office supplies&lt;br&gt;Copier, scanning, and printing <strong>Internal tasks/processes</strong>&lt;br&gt;Shared office space, meeting rooms, and facilities&lt;br&gt;In-person meetings, trainings, services&lt;br&gt;Accessing projectors, printers, and other digital devices&lt;br&gt;Collaborating on tasks&lt;br&gt;Interactions during lunch or other breaks</td>
</tr>
<tr>
<td><strong>Employee to vendor</strong></td>
<td><strong>Material transfer</strong>&lt;br&gt;Exchanging plates or utensils in dining area&lt;br&gt;Checking in and scanning ID cards&lt;br&gt;Packaging and food pick-up <strong>Employee to vendor</strong>&lt;br&gt;Printing, scanning, and copying&lt;br&gt;Processing paperwork and receipt&lt;br&gt;Cleaning, maintenance, general operations at offices</td>
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<tr>
<td><strong>Vendor to vendor</strong></td>
<td><strong>Material transfer</strong>&lt;br&gt;Meal preparation&lt;br&gt;Sharing cleaning equipment&lt;br&gt;Sharing service tools&lt;br&gt;Packaging and food delivery <strong>Vendor to vendor</strong>&lt;br&gt;Shared air circulation in the office space&lt;br&gt;Touching the same surfaces, including door handles, chairs, and tables</td>
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</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Illustrative example</th>
<th>E2E: Employee to employee</th>
<th>E2V: Employee to vendor</th>
<th>V2V: Vendor to vendor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-office</td>
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<tr>
<td>Preparation</td>
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<td>At office</td>
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<tr>
<td>Arrival</td>
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<tr>
<td>Breakfast</td>
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<tr>
<td>Meeting</td>
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<tr>
<td>Leaving office</td>
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<tr>
<td>Lunch break</td>
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<tr>
<td>Working</td>
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<tr>
<td>Exiting</td>
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<tr>
<td>Commute</td>
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</tbody>
</table>

**Potential interactions of concern**

- **E2E** Sharing the same office space with other employees
- **E2E** Speaking with other employees
- **E2E** Having meetings in a meeting room
- **E2E** Handling shared devices (coffee machine, trash can, etc)
- **E2E** Traveling between floors and other office locations
- **E2E** Sharing laptops, pens, and other office supplies
- **E2E** Having group lunch
- **E2V** Accessing plates and utensils, and getting meals from staff
- **E2V** Passing through security checks
- **E2V** Picking up mail from the front desk
- **V2V** Dining staff preparing food
- **V2V** Cleaning crew sharing equipment and supplies
- **V2V** Maintenance team performing services

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

<table>
<thead>
<tr>
<th>Illustrative Example</th>
<th>Nonexhaustive</th>
<th>Potential additional examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the office</td>
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<tr>
<td><strong>Potential levers that could be utilized in solutions</strong></td>
<td><strong>New offers &amp; services</strong></td>
<td><strong>F</strong> Remodeled movement flows</td>
</tr>
<tr>
<td></td>
<td><strong>A</strong> IoT capabilities to sense real-time office occupancy</td>
<td><strong>G</strong> Upgraded PPE for employees and vendors</td>
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<tr>
<td></td>
<td><strong>B</strong> Contactless authentication methods (ie, facial recognition)</td>
<td><strong>H</strong> Improved air filtration and ventilation systems</td>
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<td></td>
<td><strong>C</strong> Remote options and day-night shifts to spread out employees</td>
<td><strong>I</strong> Hygiene zones for employees</td>
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<tr>
<td></td>
<td><strong>D</strong> Office layout and flow that support physical distancing</td>
<td><strong>J</strong> Worker proximity sensors in office and counter area</td>
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<tr>
<td></td>
<td><strong>E</strong> Fully paperless processes (e-signatures, cloud storage, paperwork made digital)</td>
<td><strong>K</strong> Scheduled regular disinfection</td>
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<tr>
<td></td>
<td><strong>F</strong> Office layout and flow that support physical distancing</td>
<td><strong>L</strong> Limited number of people in the office</td>
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<tr>
<td></td>
<td><strong>G</strong> Contactless authentication methods (ie, facial recognition)</td>
<td><strong>M</strong> Sanitation of keypads and ID scanners after each use</td>
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<tr>
<td></td>
<td><strong>H</strong> Remote options and day-night shifts to spread out employees</td>
<td><strong>N</strong> Greater use of clear barriers (ie, plexiglass) between employees</td>
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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.

### Potential actions to consider

**Pre-office**
- Getting ready:
  - Needing to go to work in person
  - Researching commute methods
  - Preparing ID, documents, etc
  - Putting on PPE
  - COVID-19 clean certification
  - Communication with employees on safety efforts
  - Provide remote work options for certain periods
  - Enable day-night shifts

**At office**
- Commute, arrival:
  - Parking in lot
  - Going through public transportation stations
  - Entering office (doors, security, speaking with front desk)
  - Distancing measures at the office
  - Limited number of people in office
  - Checking employee temperatures at the gate
  - Increased sanitation and streamlined entry process

**Meeting**
- Occupying meeting rooms
- Speaking with multiple people in the same room
- Accessing accommodations (water, coffee, snacks)
-Courtesy gloves, wipes, and hand sanitizer available
- Leverage virtual meeting options, utilizing video conference, online workshop tools
- Enforce physical distancing in meeting rooms

**Working**
- Working on fixed desk
- Accessing shared equipment and office supplies
- Accessing pantry, bathroom, and other common areas
- Shift employee clocking in and out times to reduce traffic at the entrance
- Greater use of clear barriers (e.g., plexiglass) between employee/vendors
- Sanitation stations in parking lot and at the entrance
- Touch-free office processes
- Fully contactless work process with no paper exchange or touching of equipment

**Engaging clients/vendors**
- Eating at dining areas
- Group lunch or dinner with colleagues
- Interacting with mailroom, IT experts, janitors, delivery people
- Disinfecting high-touch objects (plates, utensils)

### Reimagining

**Distinctive long-term solutions**
- IoT capabilities to sense real-time office occupancy
- Increased or automated disinfection of door handles
- Sanitation stations in parking lot and at the entrance
- Shift employee clocking in and out times to reduce traffic at the entrance
- Increased touch-free interactions and controlled movement
- Touch-free bathrooms
- Improved air circulation/filtering and disinfecting with updated ventilation infrastructure

**Working**
- Fully contactless work process with no paper exchange or touching of equipment
- Automatic sanitization of high-touch areas and surfaces after each use
- Enhanced digital work capabilities, such as remote access to internal servers, VPNs, highly compatible online portals for IT tools

**Engaging clients/vendors**
- Data-driven intelligent tools to predict needs for meals, packages, and other services

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.