Contactless service and operations: B2B food services

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

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. 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.

### 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><strong>Employee to employee</strong></td>
<td>Handling goods while packing cases, pallets, and totes at distribution centers</td>
<td>Interactions while working on the same customer application or request</td>
<td>Shared office and desk spaces</td>
</tr>
<tr>
<td></td>
<td>Handling documents and paperwork</td>
<td>In-person meetings, trainings, services</td>
<td>Interactions during lunch or other breaks</td>
</tr>
<tr>
<td></td>
<td>Helpers unloading cases with driver during distribution</td>
<td>Sharing devices, equipment, and office supplies (including in break room)</td>
<td>Cleaning, maintenance, general operations at offices</td>
</tr>
<tr>
<td></td>
<td>Team lifts of heavier goods</td>
<td>Operating shared equipment (forklifts, pallet jacks, conveyor-belt controls)</td>
<td>Restocking equipment and machinery supplies</td>
</tr>
<tr>
<td><strong>Employee to customer</strong></td>
<td>Touching cases while unloading at restaurants</td>
<td>Unlocking/locking restaurant during delivery</td>
<td>Printing, copying, faxing, and other information services</td>
</tr>
<tr>
<td></td>
<td>Touching doors and surfaces while unloading cases</td>
<td>Speaking with customers: guards at gates, employees receiving goods during daytime deliveries</td>
<td>Using restrooms at customer sites or on the road</td>
</tr>
<tr>
<td><strong>Customer to customer</strong></td>
<td>N/A: not applicable</td>
<td>Obtaining a signature from customer, if needed</td>
<td>N/A: not applicable</td>
</tr>
</tbody>
</table>

**Customer-to-customer interactions are not typically part of B2B food service distribution flows**
Once identified, organizations are advised to diagnose and prioritize areas of concern

**ILLUSTRATIVE EXAMPLE**

**Receiving deliveries at the DC**
- Receive delivery ETA
- Arrange receiving
- Unload & document
- Load shelves

**Processing order**
- Collect order
- Picking products
- Packing order

**Preparing for delivery at DC**
- Staging area
- Park at bay
- Safety check (truck condition)

**Load truck**
- Load truck verification process
- Safety check (load/balancing)

**Delivery to customer**
- On the road
- Unloading at customer

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**Loading truck at the distribution center**

- Driver checks in and does paperwork while vehicle is loaded
- Truck checked to ensure it is stopped, braked, level, and stabilized at bay
- Cases, totes, and full pallets loaded onto truck freezer, cooler, and dry areas
- Loads braced and secured inside truck to balance load
- Truck doors closed and secured, truck disconnected from bay and ready to go

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**Potential interactions**

**E2E Interactions between driver, supervisors, and loading crew**
- Handling paper forms, pens, clipboards
- Using the same keypads, scanners, and terminals

**E2E Verbal communication among loading crew**
- Working together to stabilize and secure truck at loading bay

**E2E Multiple pallet jack operators travelling in same warehouse routes and corridors**
- Loading crew operating shared equipment
- Using touchscreens on shared equipment and devices

**E2E Multiple employees in unventilated truck container**
- Same cases and packaging touched by multiple employees
- PVC strip blinds brushing against every employee entering/exiting truck

**B2B Food service example**

**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.
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>
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</thead>
<tbody>
<tr>
<td>Potential levers that could be utilized in solutions</td>
<td>Innovations and improvements could address guest and associate safety and comfort in and around the distribution center (DC)</td>
</tr>
</tbody>
</table>

- **New offers & services**
  - Clearly identified and marked “hot spot” surfaces
  - Workforce hygiene standards training & assigned team guards
  - Re-designed low-touch doors, handles, and interfaces

- **Policies**
  - Case picking
  - Cold storage
  - Staging area
  - Hygiene checkpoints between zones

- **Processes**
  - Case picking
  - Cold storage
  - Staging area
  - Hygiene checkpoints between zones

- **Digitization**
  - Warehouse offices
  - Bays
  - Improved air filtration and ventilation systems

**Potential additional examples**
- F Remodeled movement flows in distribution center
- G Preparing and sanitizing truck cabs for driver
- H Fully digital interactions (ie, check-ins, status reports, inventory management)
- I Confirm compliance of suppliers with agreed-upon safety measures
- J Worker proximity sensors in offices and loading bays
- K Strictly scheduled and verified disinfection routines
- L Staggered shifts and breaks
- M Physically distanced office arrangements and flows
- N Increased use of automation for picking and packing
- O Upgraded PPE procedures

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>Receive supplier delivery at the DC</th>
<th>Processing orders</th>
<th>Preparing for delivery at DC</th>
<th>Delivery to customer</th>
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<tbody>
<tr>
<td><strong>Receive supplier delivery</strong></td>
<td><strong>Pick and pack order</strong></td>
<td><strong>Staging and scheduling</strong></td>
<td><strong>On the road and at customer</strong></td>
</tr>
<tr>
<td>Arrange receiving</td>
<td>Collect order from customer</td>
<td>Stage order in warehouse</td>
<td>Driving between customer sites</td>
</tr>
<tr>
<td>Schedule ETA at DC</td>
<td>Pick products for order</td>
<td>Assign bay to truck</td>
<td>Stopping at rest stops</td>
</tr>
<tr>
<td>Unload and document</td>
<td>Pack cases and pallets</td>
<td>Assign crew to specific truck</td>
<td>Parking/unlocking at customer</td>
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<tr>
<td>Load shelves, repalletize if needed</td>
<td>Stretch-wrap pallets</td>
<td>Schedule timeslots</td>
<td>Unloading at customer location</td>
</tr>
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<td><strong>Reopen</strong></td>
<td><strong>Physically distanced office and warehouse layouts and flows</strong></td>
<td><strong>Load order</strong></td>
<td><strong>Delivery confirmation paperwork</strong></td>
</tr>
<tr>
<td>Reopen &amp; immediate needs</td>
<td>Physically distanced office and warehouse layouts and flows</td>
<td>Park truck at designated bay</td>
<td><strong>Communication with customers and end consumers on safety efforts</strong></td>
</tr>
<tr>
<td>COVID-19 clean certification</td>
<td>Physically distanced office and warehouse layouts and flows</td>
<td>Secure vehicle and open doors</td>
<td>Enforced physical distancing when delivering at customer sites</td>
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<td>Providing online options for certain processes (digital signing)</td>
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<td>Load and secure order</td>
<td><strong>Santization of all surfaces touched at client site</strong></td>
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<td>Remove high-touch objects (clocks, pen, pads)</td>
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<td><strong>Reimagination</strong></td>
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<td><strong>Distinctive long-term solutions</strong></td>
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<td><strong>Full digital interactions during receiving (ie, check-ins, status reports, inventory management)</strong></td>
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<td><strong>Improved air filtration and ventilation systems in truck</strong></td>
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<td><strong>Employee assignments reworked to minimize number of interactions</strong></td>
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<td><strong>Temporary removal of PVC strip blinds when loading trucks</strong></td>
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<td><strong>Confirm compliance of suppliers with agreed-upon safety measures</strong></td>
<td>Physically distanced office and warehouse layouts and flows</td>
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