Contactless service and operations: Hotels

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.

### 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>• Arrival of white goods and food and beverage (F+B) items</td>
<td>• Employees operating in corporate and hotel offices</td>
<td>• Employees working in corporate or hotel offices at desks</td>
</tr>
<tr>
<td></td>
<td>• Removal of dirty linens and supplies from premises</td>
<td>• Concierge and front desk</td>
<td>• Handing off paperwork and signatures</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cleaners, maintenance, F+B staff, kitchens operating within hotels</td>
<td>• Restocking cleaning supplies and amenities</td>
</tr>
<tr>
<td>Employee to customer</td>
<td>• Parking tickets</td>
<td>• Conversation at check-in upon arrival</td>
<td>• Delivery confirmation signatures, which require both delivery employee and customer to touch the same scanner or tablet</td>
</tr>
<tr>
<td></td>
<td>• Signing at check-in</td>
<td>• Delivery of room service</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Purchase of goods in retail store or kiosks</td>
<td>• Servicing of F+B and shared spaces</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Receipt of key</td>
<td>• Cleaning of rooms (cart in hallway)</td>
<td></td>
</tr>
<tr>
<td>Customer to customer</td>
<td>• Gift shop</td>
<td></td>
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</tr>
</tbody>
</table>

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Leisure travel hotels

ILLUSTRATIVE EXAMPLE

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

**ILLUSTRATIVE EXAMPLE**

- **Pre-stay**
  - Exploring & booking

- **On premise**
  - Arrival & check-in
    - Arrival and check-in journey
      - Guest enters hotel
      - Guest waits in line to check in
      - Guest speaks with front desk attendant to check in
      - Guest provides ID and credit card, receives room key
      - Guest uses elevators to get to their room
  - Exploring & staying in my room
  - Exploring the hotel and its services

- **Remediation & post-stay**
  - Leaving the hotel

**Potential interactions**

- **E2C** Greeting at door
- **C2C** Crowding while waiting in line
- **E2C** Talking to front desk
- **C2C** Multiple guests and attendants at counter
- **E2E** Interactions between attendant and concierge
- **E2C** Handling credit card
- **E2C** Getting keycard
- **C2C** Using same pen, keypad, or touchscreen
- **C2C** Touching counter
- **C2C** Pressing floor buttons
- **C2C** Crowding while waiting for elevator
- **C2C** Sharing elevator with other guests

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Companies can seek to develop and execute solutions to help improve safety and experience across key business elements.

<table>
<thead>
<tr>
<th>Potential levers that could be utilized in solutions</th>
<th>Innovations and improvements could address guest and associate safety and comfort in and around the hotel</th>
<th>Potential additional examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Remodeled movement flows</td>
<td>J Gesture or voice-controlled elevator with improved air filtration</td>
<td></td>
</tr>
<tr>
<td>B Upgraded PPE for viral protection</td>
<td>K Visual physical-distancing/sanitization cues</td>
<td></td>
</tr>
<tr>
<td>C Improved air filtration and ventilation</td>
<td>L Worker proximity sensors in kitchen</td>
<td></td>
</tr>
<tr>
<td>D Touch-free handles/interfaces</td>
<td>M Hot spot surfaces marked with color</td>
<td></td>
</tr>
<tr>
<td>E Temperature measurement upon entry</td>
<td>N Clean working kits</td>
<td></td>
</tr>
<tr>
<td>F Frequent sanitation of gym surfaces</td>
<td>O Communication of guidelines to guest</td>
<td></td>
</tr>
<tr>
<td>G Controlled entry to restaurant</td>
<td>P Staggered and scheduled gym usage</td>
<td></td>
</tr>
<tr>
<td>H Hygiene zones for waitstaff</td>
<td>R Restaurant tables spaced at greater intervals</td>
<td></td>
</tr>
<tr>
<td>I Health I</td>
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<td></td>
</tr>
</tbody>
</table>

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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>Potential actions to consider</th>
<th>Reopen</th>
<th>Reopen &amp; immediate needs</th>
<th>Reimagination</th>
<th>Distinctive long-term solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pre-stay</strong></td>
<td><strong>On premises</strong></td>
<td><strong>Exploring &amp; staying in my room</strong></td>
<td><strong>Exploring the hotel and its services</strong></td>
<td><strong>Leaving the hotel</strong></td>
</tr>
<tr>
<td>Exploring &amp; booking</td>
<td>Arrival &amp; check-in</td>
<td>Arriving at the hotel &amp; unpacking</td>
<td>Ordering room service</td>
<td>Checkout</td>
</tr>
<tr>
<td>Being enticed to travel</td>
<td>Checking in and going to room</td>
<td>Cleaning</td>
<td>Going to bar or restaurant</td>
<td>Departing</td>
</tr>
<tr>
<td>Deciding whether travel is safe</td>
<td>Courtesy gloves, wipes, hand sanitizer, and masks</td>
<td>Sanitizer and wipes at tables and fewer bar seats and tables</td>
<td>Amenities (lounge, spa, gym)</td>
<td></td>
</tr>
<tr>
<td>Researching safe options</td>
<td>All employees wear masks, gloves</td>
<td>No upcharge for room service</td>
<td>Travel restrictions force guests to stay longer than booked</td>
<td></td>
</tr>
<tr>
<td>Booking</td>
<td>Signage elements to avoid crowding on front desk</td>
<td>Routines for handling guests infected during stay</td>
<td>Complimentary mask and sanitizer for travel back home</td>
<td></td>
</tr>
<tr>
<td>COVID-19 clean certification</td>
<td>Front desk staff can interact with guests via chat</td>
<td>Meal delivery (Uber eats) to room is finalized by hotel staff, containers are sanitized by staff</td>
<td>Digital-only folio</td>
<td></td>
</tr>
<tr>
<td>In-room messaging highlighting cleaning protocols</td>
<td>Check-in is automatic upon entry or assisted via app</td>
<td>All room service offerings available through app</td>
<td>Digital-only check out</td>
<td></td>
</tr>
<tr>
<td>Waived cancellation fees for when guests are feeling sick</td>
<td></td>
<td></td>
<td>In-app dispute of charges</td>
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<tr>
<td>Creation of customer-facing sanitation protocols (eg, human certification, testing, environmental interventions)</td>
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</tbody>
</table>

**Fully digital hotel**

- App or motion-controlled curtains
- Lights controlled by app/voice
- Door is unlocked with app and opens automatically
- Voice- or app-activated lights, blinds/curtains, entertainment

**Certified network clean vehicles**
- “Clean” areas in restaurants and bars, accessible to people with health certification
- VR/AR personal trainer for “platinum” members
- Line of fashion-forward PPE clothing

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