Contactless service and operations: Rail operations

Improving and enabling human-oriented service and operations in response to COVID-19
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>Material transfers</th>
<th>Services</th>
<th>Internal tasks/processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee to employee</td>
<td>Paperwork and documents • Restocking train provisions • Shared terminals, equipment, and devices at the stations and on board</td>
<td>• Customer-service agents and platform agents working at the same station • Cleaning crews • Loading/unloading crews • Security staff at stations</td>
<td>• Train maintenance and safety checks • Departure and arrival announcements • Corporate employees working at station offices and private areas</td>
</tr>
<tr>
<td>Employee to customer</td>
<td>Helping elderly or disabled travelers with luggage • Purchasing tickets on board • Paying in cash on board • Paying in cash at the station • Handing customers receipts</td>
<td>• Food &amp; beverage options on trains • Customer service (within station) • In-person station announcements • Train boarding process • Using vending machines</td>
<td>• Train staff using same doors and facilities as customers</td>
</tr>
<tr>
<td>Customer to customer</td>
<td>Moving others’ luggage around to find own spot • Groups travelling together sharing tickets, cash, and other items</td>
<td>• Crowded lines to buy tickets, on platform, and while boarding • Shared train bathrooms • Station restaurants, stores, and restrooms</td>
<td>• Trash bins at station and on train • Shared air circulation • Touching elevator buttons, railings, handles, at the station and on board</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

Research and commute
Research route & schedule
Travel to station/stop

At starting stations
Navigating through the station
Purchasing or collecting pre-purchased tickets
Waiting for train arrival and platform announcement
Lining up at platform to board train
Boarding train

Onboard and transfer
Stowing luggage
Ticket collection
Using restroom
Transfer to other trains
Getting off train

At end stations
Issues & follow-up
Leaving station

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
C2C Using restroom at station
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
E2C Multiple ticket agents sharing terminals, equipment, counters
E2C Train staff assisting passengers on platform

Research route & schedule & E2C: Employee to customer
Onboard and transfer & C2C: Customer to customer
Transfer to other trains & E2E: Employee to employee
Getting off train & C2C: Customer to customer

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

ILLUSTRATIVE EXAMPLE

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 stations and on trains

A Clearly identified “hot spot” surfaces

B UV-C / electrostatic cleaning on trains

C Workforce hygiene & resilience training

D Contactless ticketing & navigation

E Improved air filtration & ventilation systems

Potential additional examples

F Temperature measurement upon entry

G Remodeled movement flows in stations

H Ordered boarding in small groups or one by one

I Seats spaced sufficiently apart in waiting areas

J Upgraded PPE for train and station staff

K Clear communication of guidelines to passengers

L Hot spot surfaces clearly identified with color

M Highly visible cleaning of station and restrooms

N Physically distanced procedures in station offices

O Upgraded hygiene standards for vendors

P Cashless ticketing at stations and on board

Rail example

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>Research and commute</th>
<th>At starting stations</th>
<th>Waiting and using services at station</th>
<th>Onboard and transfers</th>
<th>At end stations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Potential actions to consider</td>
<td>Exploring train options and travelling to station</td>
<td>Arriving at station and purchasing tickets</td>
<td>Waiting and using services at station</td>
<td>Luggage and seats, ticket collection, onboard</td>
</tr>
<tr>
<td>- Deciding if train travel is safer</td>
<td>- Arriving at the station</td>
<td>- Station food &amp; other vendors</td>
<td>- Finding seats</td>
<td></td>
</tr>
<tr>
<td>- Researching safest options</td>
<td>- Getting train status information</td>
<td>- Using station restrooms</td>
<td>- Stowing luggage above/below</td>
<td></td>
</tr>
<tr>
<td>- Pre-booking tickets</td>
<td>- Purchasing tickets</td>
<td>- Waiting for train announcement</td>
<td>- Interactions with ticket collector</td>
<td></td>
</tr>
<tr>
<td>- Travelling to station</td>
<td>- Service/ticketing desk help</td>
<td>- Boarding/leaving train</td>
<td>- Using onboard restrooms</td>
<td></td>
</tr>
</tbody>
</table>

Touch-free rail journeys

- **Assurance to customers (easy access to customer service, clear updated information online, distanced passengers on trains, etc)**
- **Prioritize and encourage digital touch-free ticketing**
- **Provide accurate, real-time, customized information via great experiences that build trust and joy**
- **Constantly disinfect trains**

- **Reimagination**
  - **Distinctive long-term solutions**
  - **Reopen & immediate needs**

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