McKinsey & Company

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 reimagines 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 longterm 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

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



Detailed areas per type of interaction and operation



Material transfer



Internal tasks/processes



Handling documents and paperwork Sharing devices, equipment, and office supplies Copying, scanning, and printing

Shared office space, meeting rooms, and facilities

In-person meetings, trainings, services

Accessing projectors, printers, and other digital devices

Collaborating on tasks

Interactions during lunch or other breaks

Interaction types



Employee

Exchanging plates or utensils in dining area

Checking in and scanning ID cards

Package and food pick-up

Printing, scanning, and copying

Processing paperwork and receipt

Cleaning, maintenance, general operations at offices



Meal preparation

Sharing cleaning equipment

Sharing service tools

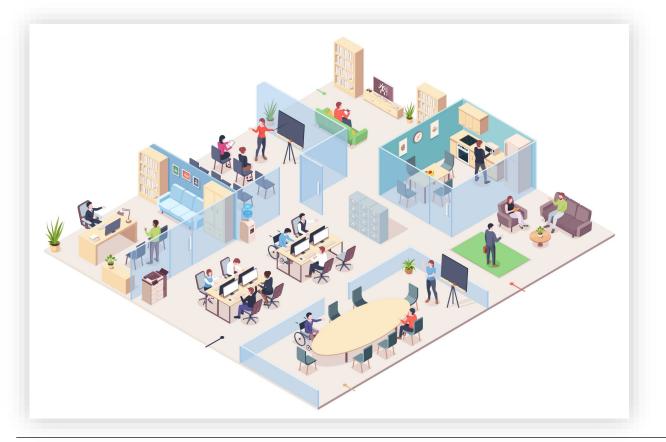
Package and food delivery

Shared air circulation in the office space

Touching the same surfaces, including door handles, chairs, and tables

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

Illustrative example E2E: Employee to employee E2V: Employee to vendor V2V: Vendor to vendor Pre-office At office Leaving office Commute Arrival Breakfast Lunch break Working Exiting Preparation Meeting Commute



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

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

ILLUSTRATIVE EXAMPLE

NONEXHAUSTIVE



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 office



A loT capabilities to sense real-time office occupancy



B Contactless authentication methods (ie, facial recognition)



C Remote options and daynight shifts to spread out employees



D Office layout and flow that support physical distancing



E Fully paperless processes (e-signatures, cloud storage, paperwork made digital)

Potential additional examples

- **F** Remodeled movement flows
- **G** Upgraded PPE for employees and vendors
- H Improved air filtration and ventilation systems
- Hygiene zones for employees
- **J** Worker proximity sensors in office and counter area
- K Scheduled regular disinfection
- L Limited number of people in the office
- M Sanitation of keypads and ID scanners after each use
- **N** Greater use of clear barriers (ie, plexiglass) between employees



The last step to consider is to pilot, adapt, and scale solutions as appropriate, keeping employee and customer experience in mind

Meetina



Pre-office

At office

Getting ready

Needing to go to work in person Researching commute methods

Putting on PPE

Reopen

Potential

consider

actions to

Reopen & immediate needs

Preparing ID, documents, etc

COVID-19 clean certification

Communication with employees on safety efforts

Provide remote work options for certain periods

Enable day-night shifts

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 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

Touch-free office processes

Increased touch-free interactions and controlled movement

Touch-free bathrooms

Improved air circulation/filtering and disinfecting with updated ventilation infrastructure

Working on fixed desk

Working

Accessing shared equipment and office supplies

Accessing pantry, bathroom, and other common areas

Provide sufficient space and distance in the office

Remove high-touch objects (clocks, pen, pads)

Greater use of clear barriers (ie. plexiglass) between employee/vendors

Leaving office

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)

Enforcing physical distancing in dining areas and other common areas

IoT capabilities to sense real-Reimagination time office occupancy

Distinctive Increased digital and paperless long-term solutions capabilities, reducing the need for in-person meetings

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

Fully contactless work process with no paper exchange or touching of equipment

Automatic sanitization of hightouch 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

Data-driven intelligent tools to predict needs for meals. packages, and other services