

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

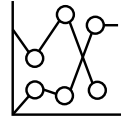


Identify interactions & areas of concern

Identify the types of work environment relevant to the business

Identify types of in-person interactions for priority journeys within three main buckets:

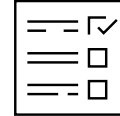
- Employee to employee
- Employee to customer
- Customer to customer



Diagnose & prioritize areas of concern

Prioritize areas of concern using multiple lenses:

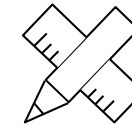
- Type of interactions
- Evolution of customer and employee experience
- Implications on operations and cost



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

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

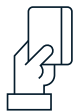
Interaction types



Employee to employee

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



Employee to vendor

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



Vendor to vendor

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

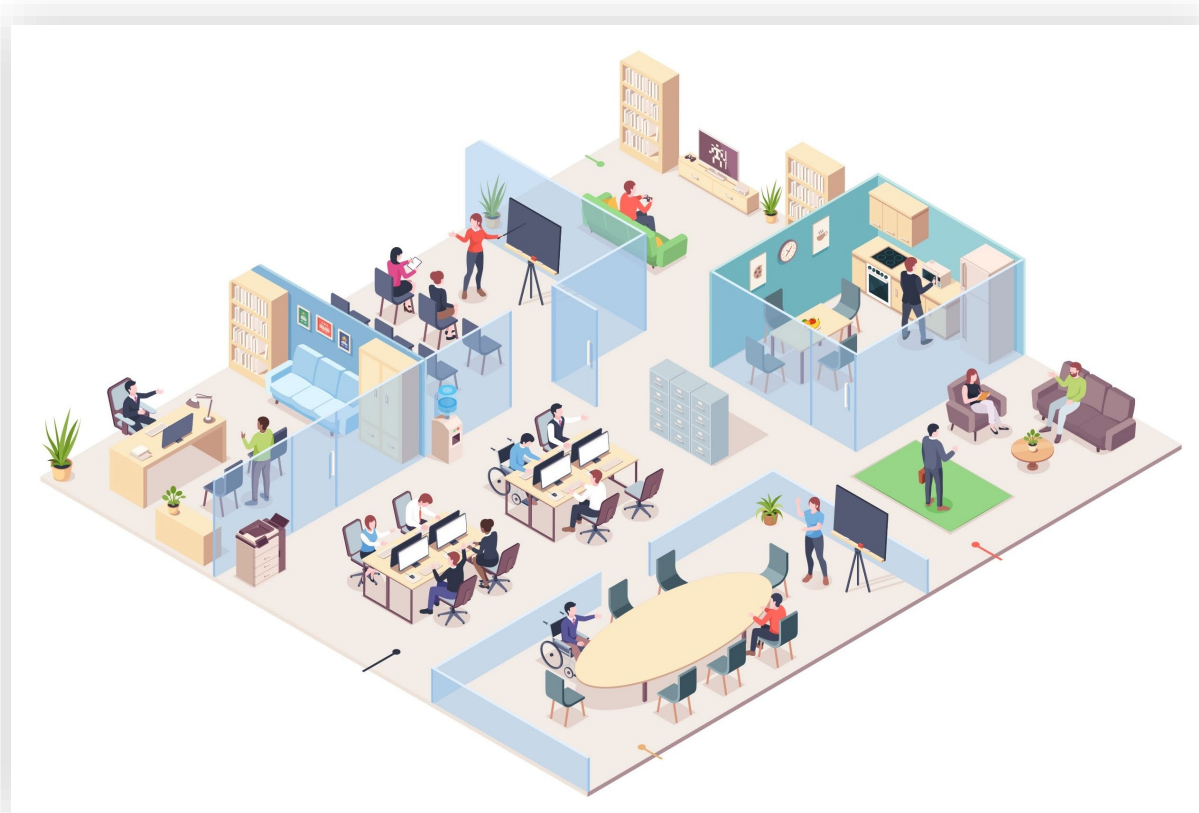
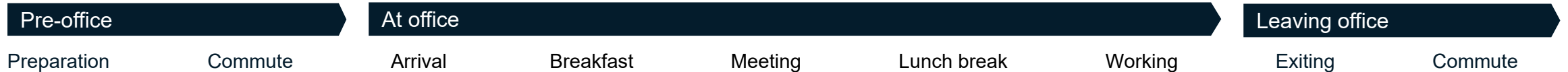
Once identified, organizations are advised to diagnose and prioritize areas of concern

Illustrative example

E2E: Employee to employee

E2V: Employee to vendor

V2V: Vendor to vendor



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 IoT capabilities to sense real-time office occupancy



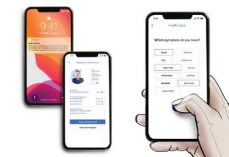
B Contactless authentication methods (ie, facial recognition)



C Remote options and day-night 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
- I** 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

