McKinsey
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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 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
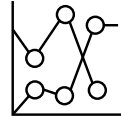
Identify interactions & areas of concern

Identify the types of work environment relevant to the business

Identify types of in-person interactions for priority journeys within three main buckets:
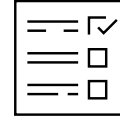
• Employee to employee

• 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 long-term solutions
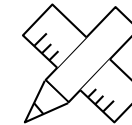
Adapt & sustain

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

Detailed areas per type of interaction and operation

	Goods transfer	Services	Internal tasks/processes
Employee to employee	• Arrival of white goods and food and beverage (F+B) items • Removal of dirty linens and supplies from premises	• Employees operating in corporate and hotel offices • Concierge and front desk • Cleaners, maintenance, F+B staff, kitchens operating within hotels	• Employees working in corporate or hotel offices at desks • Handing off paperwork and signatures • Restocking cleaning supplies and amenities
Employee to customer	• Parking tickets • Signing at check-in • Purchase of goods in retail store or kiosks • Receipt of key • In-room amenities distribution	• Conversation at check-in upon arrival • Delivery of room service • Servicing of F+B and shared spaces • Cleaning of rooms (cart in hallway)	• Delivery confirmation signatures, which require both delivery employee and customer to touch the same scanner or tablet
Customer to customer	• Gift shop	• Multiple guests waiting at check-in • Engagement in shared spaces (retail, F+B, gym, elevator)	• Shared air circulation and control of air vents in rooms • Shared sign-in pens, clipboards, touchpads, and keypads • Elevator buttons and railings used by multiple people

Interaction types (row label for the three interaction type rows above)

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

E2E: Employee to employee   E2C: Employee to customer   C2C: Customer to customer

Pre-stay	On premise	Remediation & post-stay

Exploring & booking   **Arrival & check-in**   Exploring & staying in my room   Exploring the hotel and its services   Leaving the hotel

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**
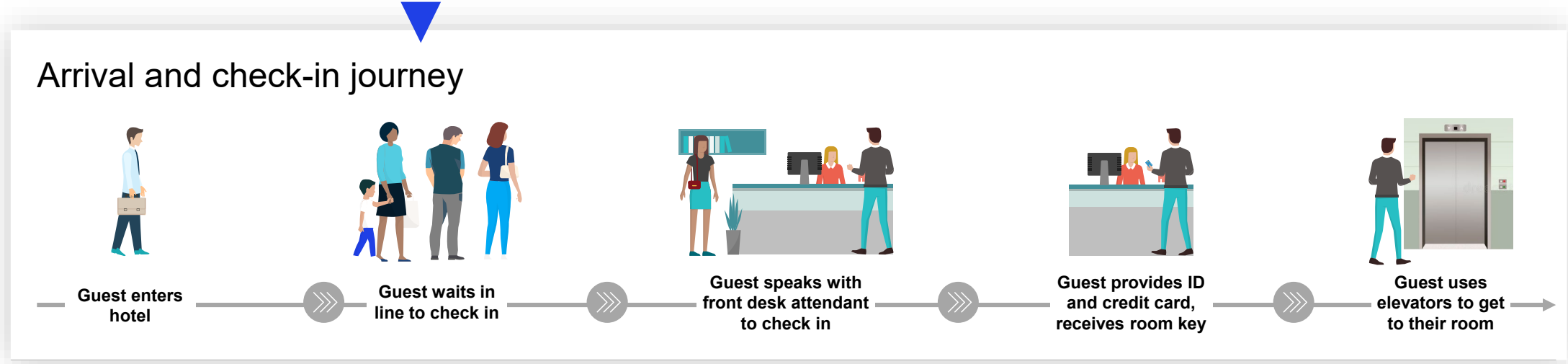
Potential interactions

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

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 hotel

A Remodeled movement flows

B Upgraded PPE for viral protection

C Improved air filtration and ventilation

D Touch-free handles/interfaces

E Temperature measurement upon entry

F Frequent sanitation of gym surfaces

G Controlled entry to restaurant

H Hygiene zones for waitstaff

I Health ID

J Gesture or voice-controlled elevator with improved air filtration

K Visual physical-distancing/sanitization cues

L Worker proximity sensors in kitchen

M Hot spot surfaces marked with color

N Clean working kits

O Communication of guidelines to guest

P Staggered and scheduled gym usage

R Restaurant tables spaced at greater intervals
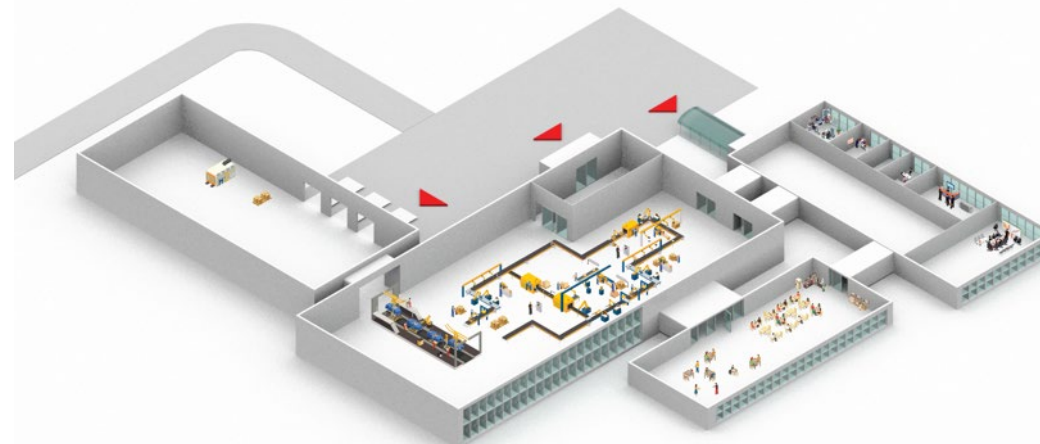
Potential additional examples

D
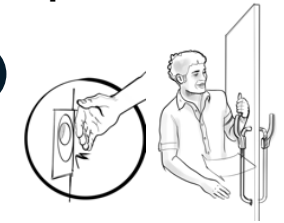
Touch-free handles and interfaces

M

Privacy pods in public areas

J

Gesture or voice-controlled elevator with improved air filtration

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

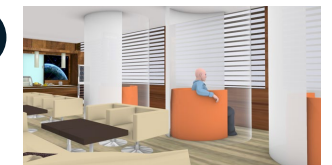|	Pre-stay	On premises			Remediation & post-stay
	Exploring & booking	**Arrival & check-in**	**Exploring & staying in my room**	**Exploring the hotel and its services**	**Leaving the hotel**
Potential actions to consider	Being enticed to travel Deciding whether travel is safe Researching safe options Booking	Arriving at the hotel Checking in and going to room	Arriving at the room & unpacking Exploring entertainment Cleaning	Ordering room service Going to bar or restaurant Amenities (lounge, spa, gym)	Checkout Departing
Reopen Reopen & immediate needs	COVID-19 clean certification In-room messaging highlighting cleaning protocols Waived cancellation fees for when guests are feeling sick Creation of customer-facing sanitation protocols (eg, human certification, testing, environmental interventions)	Courtesy gloves, wipes, hand sanitizer, and masks All employees wear masks, gloves Signage elements to avoid crowding on front desk **Front desk staff can interact with guests via chat** **Check-in is automatic upon entry or assisted via app**	Courtesy gloves, wipes, hand sanitizer, and masks are available in the room Remove high-touch objects (clocks, pen, pads) Empty parts of hotel can be used to host patients Plastic-wrapped, sanitized towels Motion-controlled faucets UV-light wireless phone charger	Removal of magazines/books Sanitizer and wipes at tables and fewer bar seats and tables No upcharge for room service Routines for handling guests infected during stay Meal delivery (Uber eats) to room is finalized by hotel staff; containers are sanitized by staff **All room service offerings available through app**	Travel restrictions forces guests to stay longer than booked Complimentary mask and sanitizer for travel back home Digital-only folio **Digital-only check out** **In-app dispute of charges**

Fully digital hotel →

Reimagination Distinctive long-term solutions	**Enhanced virtual tours & guided maps of properties** Collaboration with ecosystem partners	**Partnerships with ridesharing companies (eg, sanitized cars)** **Touchless arrival—doors open automatically** Automated luggage carrying	**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**	"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	Certified network clean vehicles (eg, hotel airport van, Uber partnership)

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