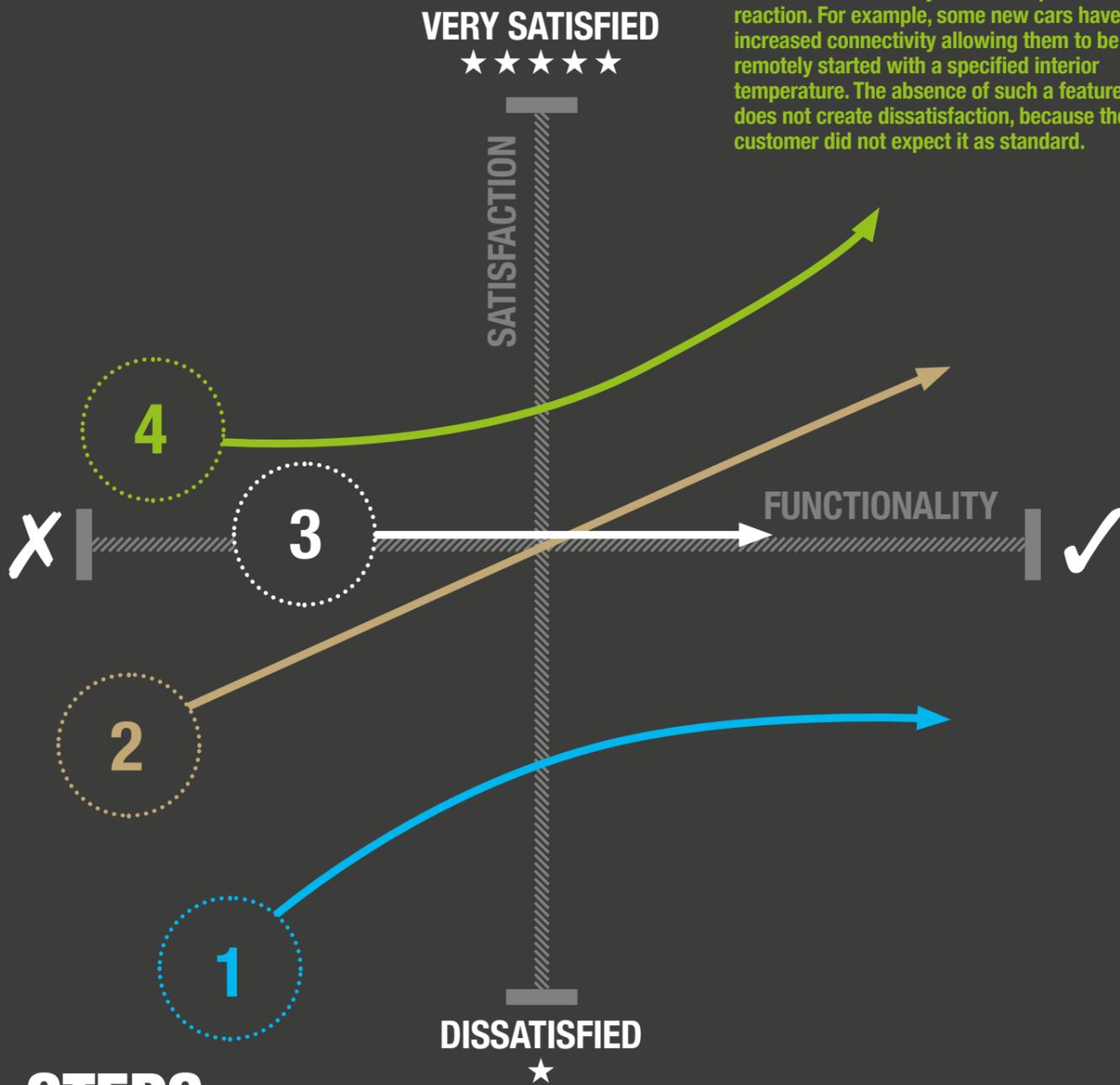


KANO MODEL

Key:

- ① **MUST BE:** These are the basic features the customer expects. For example, brakes that work on a new car. The presence of this feature does not add to the satisfaction level, because it is expected. However, the absence of it would cause dissatisfaction.
- ② **PERFORMANCE:** These features are likely to increase a customer's experience. For example, the more miles per gallon a driver gets, the more satisfied that driver will be.
- ③ **INDIFFERENT:** These are the features whose presence (or absence) does not make a real difference in a customer's reaction to the product. For example, which type of transmission fluid a car uses.
- ④ **ATTRACTIVE:** These are the unexpected features that are likely to cause a positive reaction. For example, some new cars have increased connectivity allowing them to be remotely started with a specified interior temperature. The absence of such a feature does not create dissatisfaction, because the customer did not expect it as standard.



STEPS

The development and analysis of a Kano Model is a three-step process:

1 DETERMINE SCOPE

Study only those features which will result in meaningful benefit to the customer. Consider the number and type of customer (user) groups who will participate in the study.

2 SURVEY CUSTOMERS

This is the primary input to the Kano Model. Survey questions should be concise and demonstrate features, where possible.

3 ANALYSE FEEDBACK

Tabulate and process results to categorise features and assess how important they are to each customer group.

WHAT IS IT?

The Kano Model is an analysis tool which helps predict customers' satisfaction with product and service features. The basic premise is that customers' satisfaction with a product's features depends on the level of functionality that is provided. The original model (see left) mapped these features across four categories, which indicate how customers perceive a specific feature and how it relates to customer satisfaction.

WHEN AND HOW CAN I USE IT?

Understanding the impact that different features will have on customer satisfaction is very important when managing the development of a product and service. The Kano Model aids this process as it provides a structured approach for identifying, selecting and prioritising the right features.



CASE STUDY

The iPhone has had its problems. In 2007, Apple chose AT&T as its sole service provider. Their service experienced a period of dropped calls and poor reception and, at that time, it was unable to deliver a basic Kano 'must be' feature that customers expected from a phone to complete their calls. However, not only did customers put up with this flaw, they often praised the iPhone because the delight factor made up for this.

DID YOU KNOW?

Originally published in 1984 by Japanese researcher Noriaki Kano the model has continued to evolve. Some versions map the features across just two categories; others map them across five.