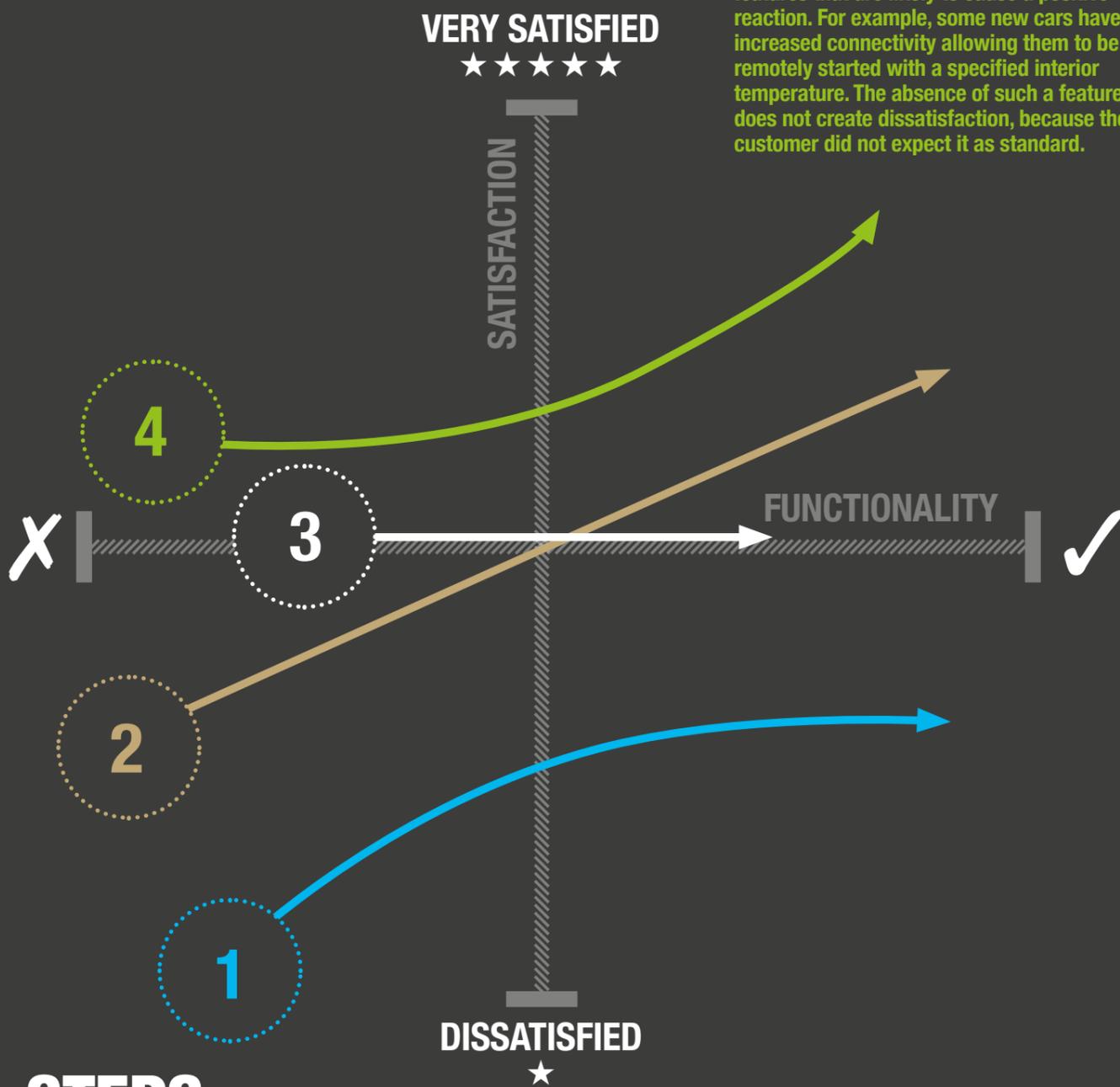


# KANO MODEL

**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.