Continuous Improvement Toolkit

Kano Analysis
- Kano Analysis

- A framework to analyze **customer needs**.
- Helps understanding how a product or service fits customer needs.
- Helps categorizing and prioritizing the different features of a product or service:
  - Based on their impact to customer satisfaction.
- Those categories are then considered when analyzing potential opportunities for improvement.
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- The types of features that influence customer satisfaction:
  - The must be features.
  - The performance features.
  - The excitement features.
  - The indifferent features.
  - The reverse features.
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Must Be Attributes:

- The basic criteria and the reasonable level of quality.
- Customers take them for granted.
- If these requirements are not present or are insufficient:
  - Customers will be extremely dissatisfied.
- If they are present or are sufficient:
  - They will not bring satisfaction.

Examples:

- The timely & responsive customer service.
- The defect-free product.
- The brakes and the windshield of the car.
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Performance Attributes:

- They are not absolutely necessary.
- They result in satisfaction when fulfilled and dissatisfaction when not fulfilled.
- The more you provide, the more the customer is satisfied.
- Organizations use them to prioritize their efforts.

**Examples:**

- The speed of answering a phone in a call center.
- The reduced amount of spoilage in a production line.
- The warranty period and the fuel consumption of the car.
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Delighters:

- Organizations should aim for giving customers more than what they expect.
- The fulfillment of them will lead to high customer satisfaction.
- They distinguish your product or service.
- They are often:
  - Unexpected and Unspoken.
  - Provided to the customers for no extra money.
- An example:
  - A basket of fruit after having booked a room in a hotel.
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- The **indifferent attributes** are those whose presence and absence do not bring satisfaction.
- Examples are those product features that are never or rarely used by the customer.
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- The **reverse attributes** are those whose presence brings dissatisfaction.
- Some customers prefer high-tech products, while others prefer the basic model of a product and will be dissatisfied if a product has too many extra features.
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Unspoken

Delighters

Revealed

Satisfiers

Degree of achievement

Customer satisfaction

Must Be

Unspoken

Customer satisfaction
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Using the Kano Model:

- With your team, brainstorm all of the possible features.
- Brainstorm everything you can do to excite your customers.
- Classify all features as basic, satisfier, delighter, indifferent, reverse, or not relevant.
- Cut out all the indifferent and the non-relevant attributes.
- Make sure your product has all appropriate basic features.
- Select the right performance features so that the product can be delivered at a price which the customer is ready to pay.
- Think how you can build some delighters into your product.
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Tips:

- The Kano Model highlights how the customer requirements are constantly changing.
- Today’s delighters becomes tomorrow’s must be’s, requiring us to constantly come up with new delighters.
- It does not present methods to be applied to carry out improvement activities.
- Results of applying the Kano Model can be used in the Quality Function Deployment (QFD) matrix to clarify relationship between customer needs and technical requirements.