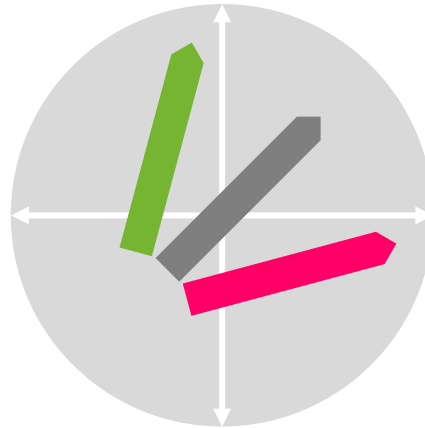


Continuous Improvement Toolkit

Kano Analysis



The Continuous Improvement Map



Kano Analysis

Kano analysis is a method used to identify and categorize **customer needs**



Also referred to as **Kano modelling**

Kano Analysis

These categories are then considered when analyzing potential **opportunities for improvement**



Kano Analysis

Often used when collecting the **voice of the customer** to categorize and prioritize all forms of customer feedback



Kano Analysis

Allows to understand how a product or service **feature** influences customer satisfaction



This feature can be an **existing** or **potential** future feature

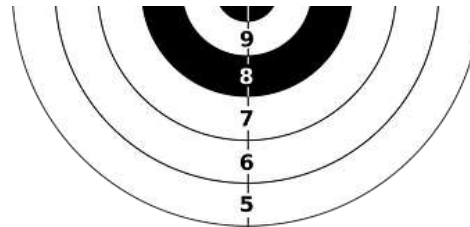
Kano Analysis

Benefits of mapping the features into the Kano categories . . .

Helps identifying customer requirements for a product or service

Helps categorizing and prioritizing the different features of a product or service

Shows how customer needs are constantly changing as time goes on



Kano Analysis

What types of features influence **customer satisfaction**?

The **Basic** Features – *Must Be*

The **Performance** Features – *Satisfiers*

The **Excitement** Features – *Delighters*

The **Indifferent** Features

The **Reverse** Features

Kano Analysis

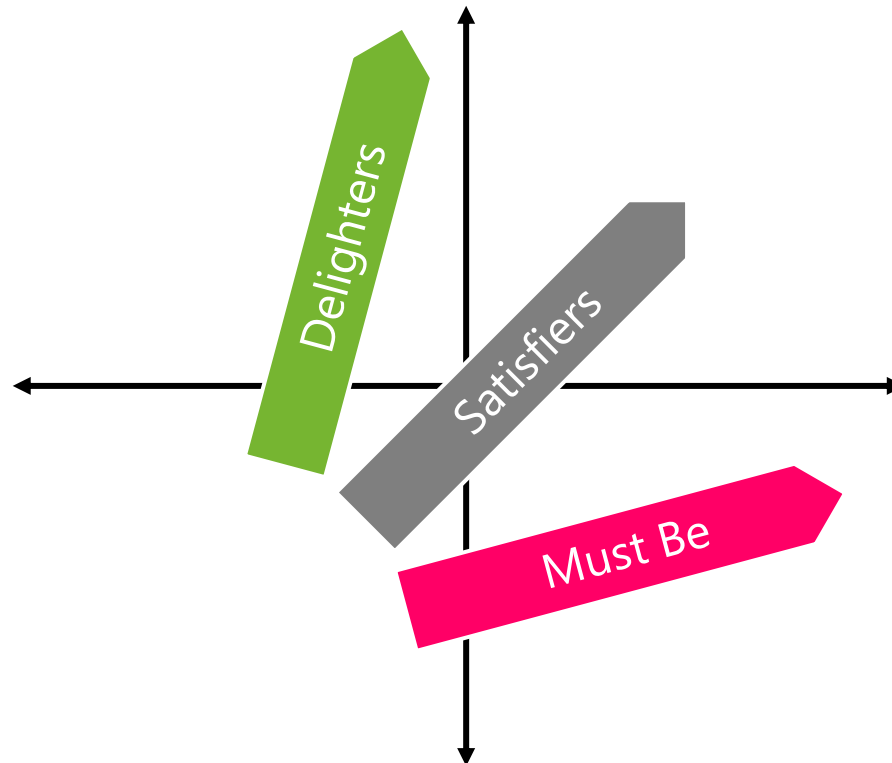
The Kano model assigns three types of features to products and services . . .



This is basically done based on what customers say is important and how they value these features

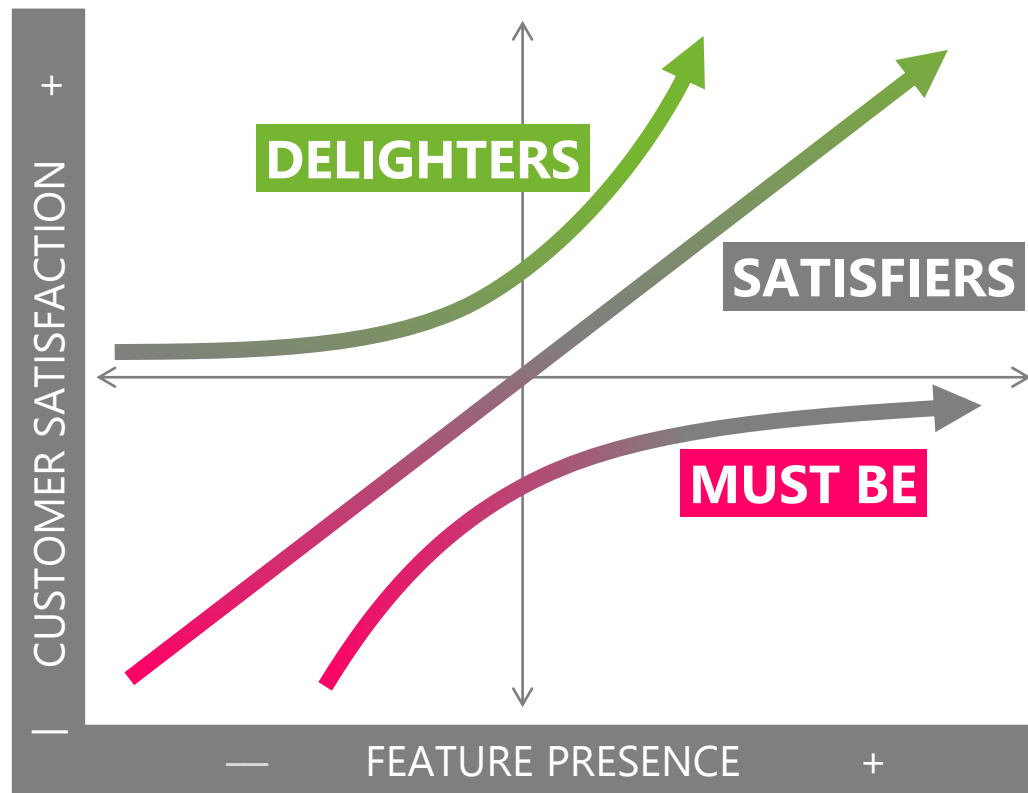
Kano Analysis

The result of collecting the voice of the customer information can be presented in a **Kano diagram**

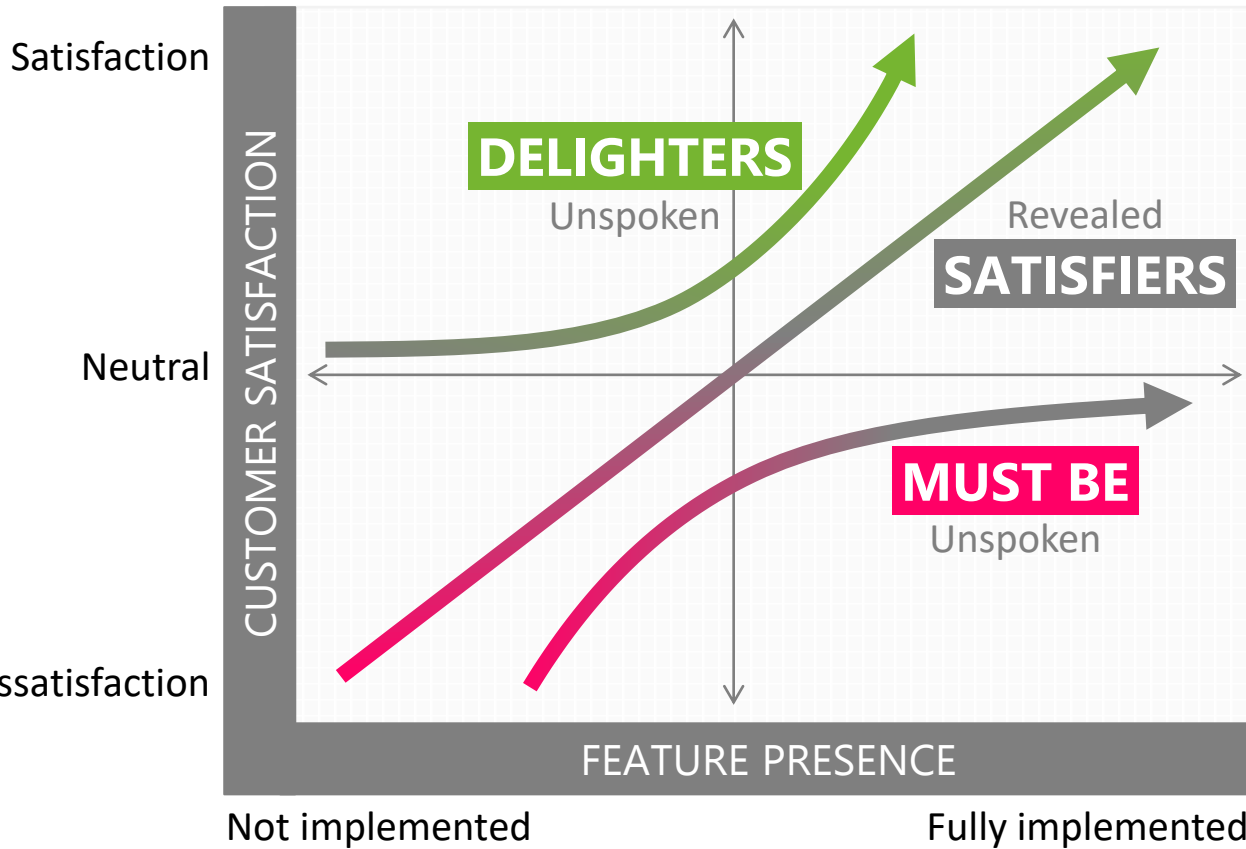


Kano Analysis

The Kano diagram has two axes . . .



Kano Analysis



Degree of feature implementation

Kano Analysis

The Must Be Features

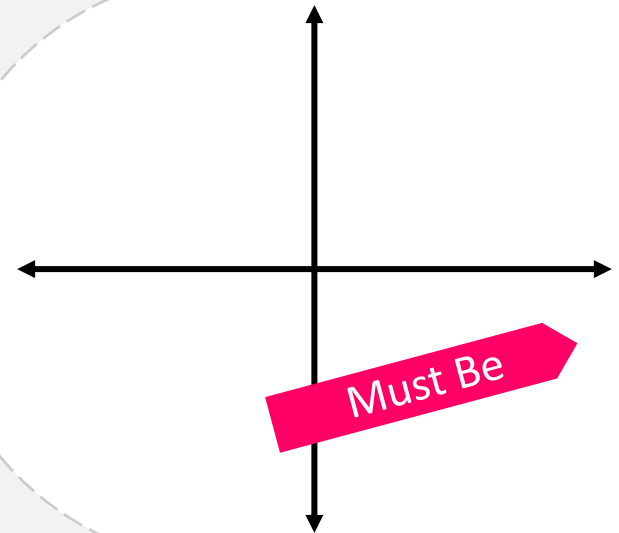
Also called the dissatisfiers, the must haves, the expected, the mandatory and the basic requirements

Customers expect they will be present

If they are not present or are **insufficient**, customers will be dissatisfied

If they are present or are **sufficient**, this will not provide any satisfaction to the customers

These features are rarely mentioned when discussing with customer their needs, and the customer will notice if they are missing



Kano Analysis

The Must Be Features



Absent



Partial



Fulfilled

FEATURE PRESENCE

Kano Analysis

The Must Be Features

Examples . . .

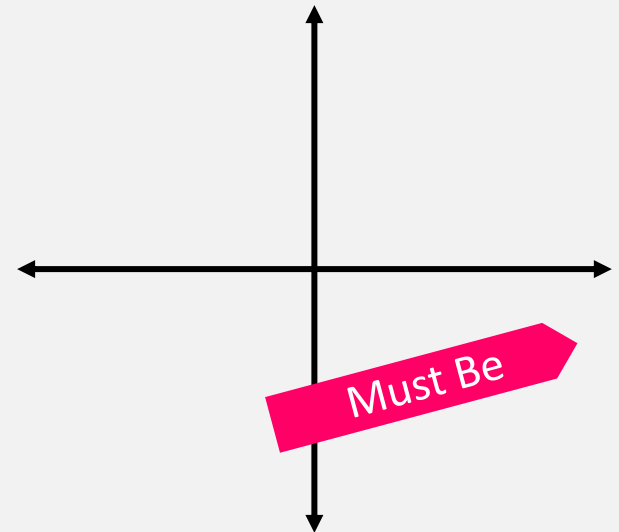
A defect-free product

Timely and responsive customer service

The radio and the windshield of a car

Reliable car engine and brakes

The operating system in a PC



Kano Analysis

The Satisfiers

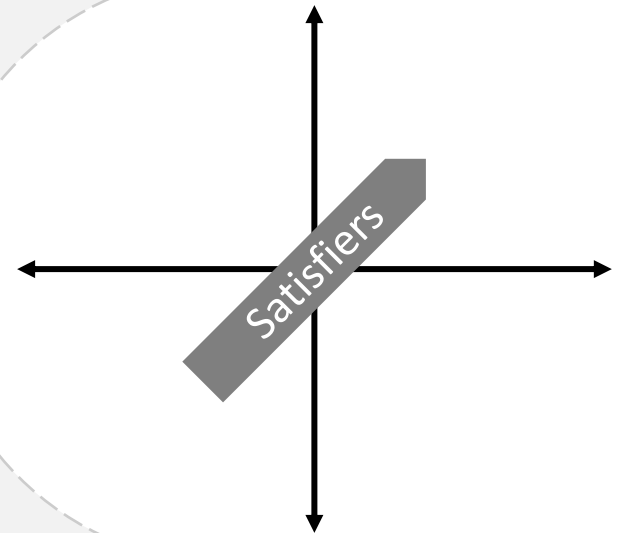
Also called the performance attributes, desired features, and the more is better requirements

These features result in satisfaction when fulfilled and dissatisfaction when not fulfilled

The better the performance is and the more efficient the service is, the more customers are satisfied

Customers will not appreciate the existence of these features

Companies often use these features to prioritize their improvement initiatives



Kano Analysis

The Satisfiers



Absent



Partial



Fulfilled

FEATURE PRESENCE



Kano Analysis

The Satisfiers

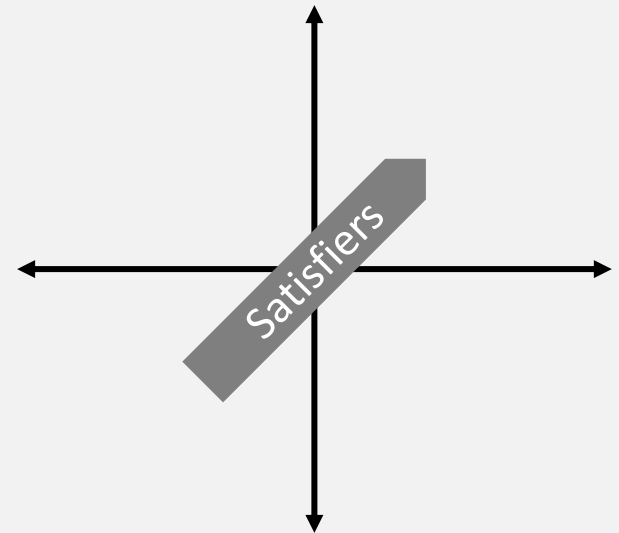
Examples . . .

The reduced amount of spoilage in a production line

The speed of answering a phone in a call center

The efficiency of the engine and fuel consumption

The warranty period of a specified product



Kano Analysis

The Delight Features

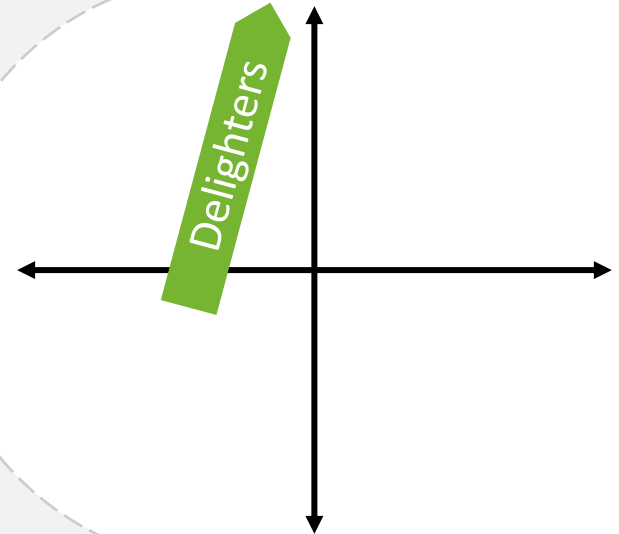
Also called the delighters, excitors, attractive, and extra-ordinary features

Organizations should aim for giving customers more than what they expect

The fulfillment of the delight features will lead to high customer satisfaction

These are the features that distinguish your product or service

Often unexpected, unspoken, and provided to customers for no additional money



Kano Analysis

The Delight Features



Absent



Partial



Fulfilled

FEATURE PRESENCE 

Kano Analysis

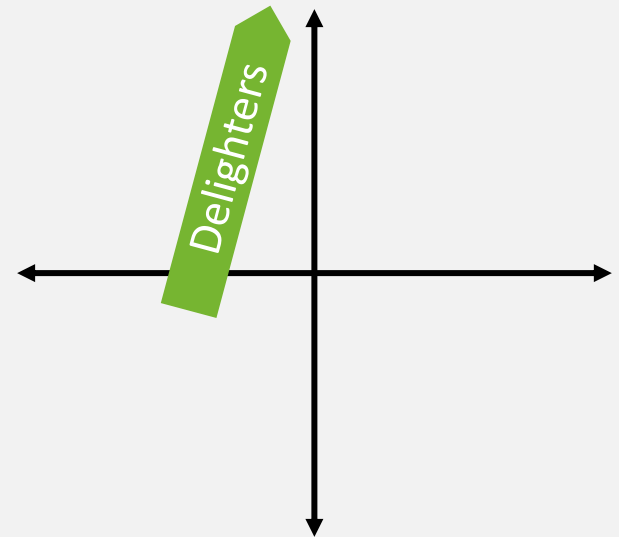
The Delight Features

Examples . . .

A basket full of fruit with no extra charge after having booked a room in a hotel

Getting a free mouse when purchasing a laptop and desktop

Having your car washed after being serviced



Kano Analysis

Other Categories

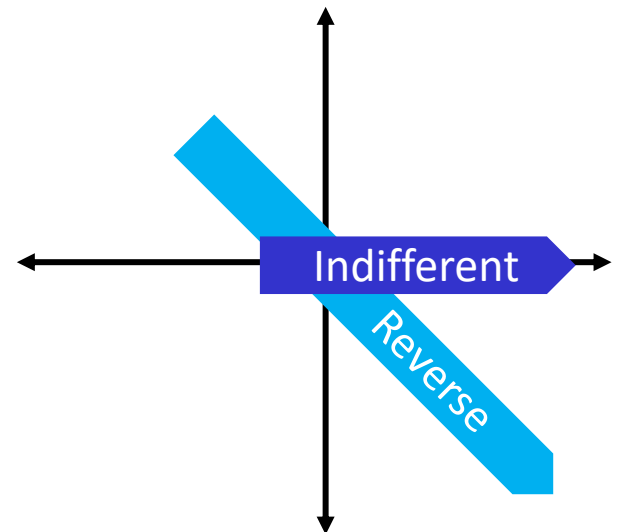
The **Basic** Features – *Must Be*

The **Performance** Features – *Satisfiers*

The **Excitement** Features – *Delighters*

The **Indifferent** Features

The **Reverse** Features

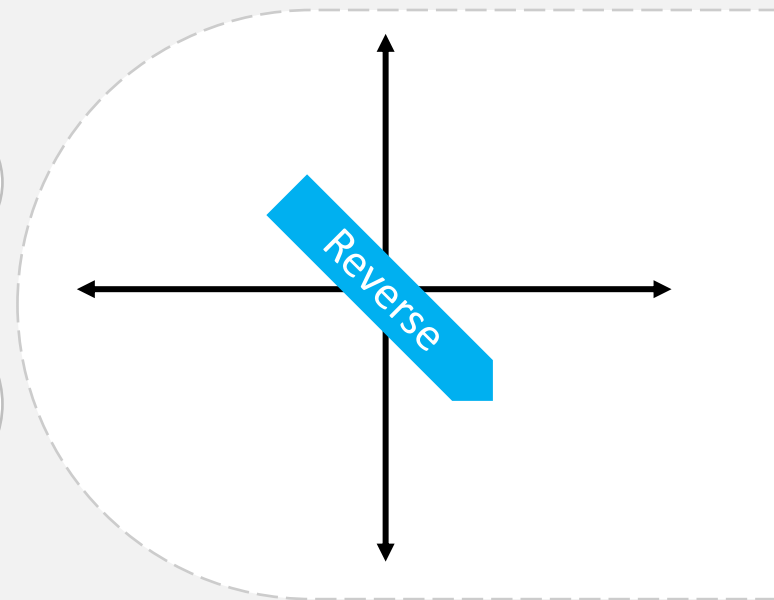


Kano Analysis

The Reverse Features

These are the features that bring dissatisfaction if they are present

Examples are some high-tech products or too many extra features that results in dissatisfaction to the majority of customers



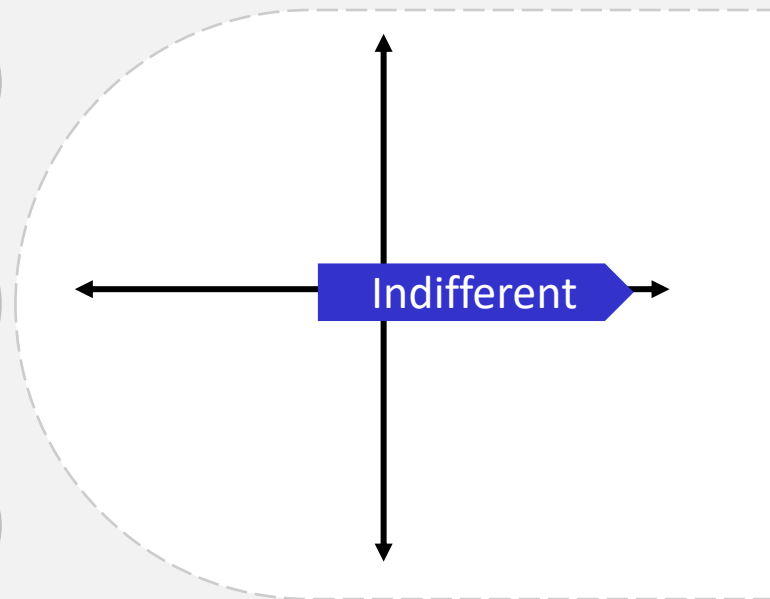
Kano Analysis

The Indifferent Features

The features that their presence or absence do not affect the satisfaction level

These are the features that are never or rarely used by the customer

Examples are some utility applications in your smartphone or computer



Kano Analysis

Other Factors

The Indifferent Features



Absent



Partial



Fulfilled

FEATURE PRESENCE

The Reverse Features



Absent



Partial



Fulfilled

FEATURE PRESENCE

Kano Analysis

Different Ways of Using the Kano Model

You can use the Kano model to map and categorize the features of your products and services



You can use the Kano model to map and categorize the feedback of the customer



You can let customers to do the mapping in order to better understand the VOC



Kano Analysis

Engage the Customer

Get customers to do the mapping where possible

If you can't ask customers directly, brainstorm with the people who deal with customers (salespeople and customer service representatives)



Kano Analysis

How to Conduct a Kano Analysis

With your team, define the **purpose** of the Kano analysis exercise

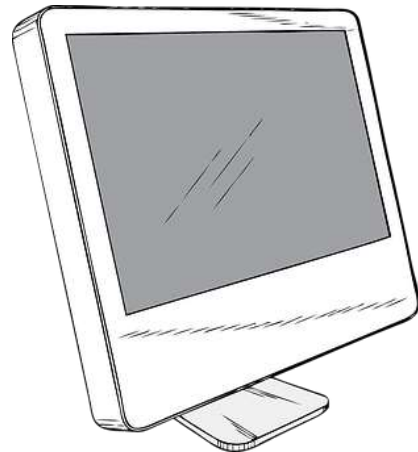


Kano Analysis

How to Conduct a Kano Analysis

Brainstorm all possible product or service features

Brainstorm everything that can be done to delight customers

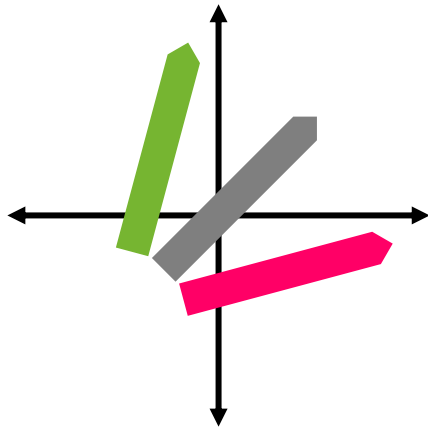


Kano Analysis

How to Conduct a Kano Analysis

Classify the collected features into the Kano categories

Get customers to do the classification where possible



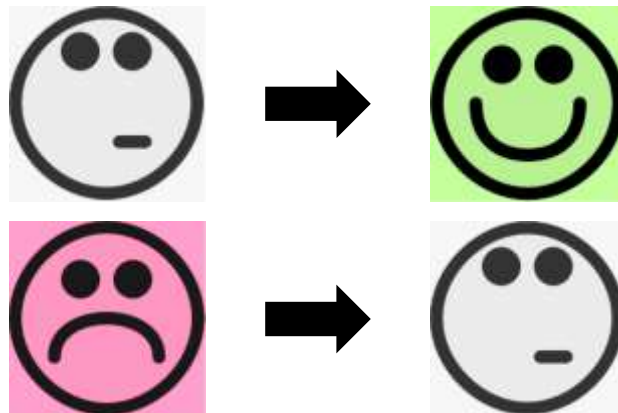
	Must be	Satisfiers	Delighters
Product or Service			

Kano Analysis

How to Conduct a Kano Analysis

Think of **ways** to improve customer satisfaction and retention

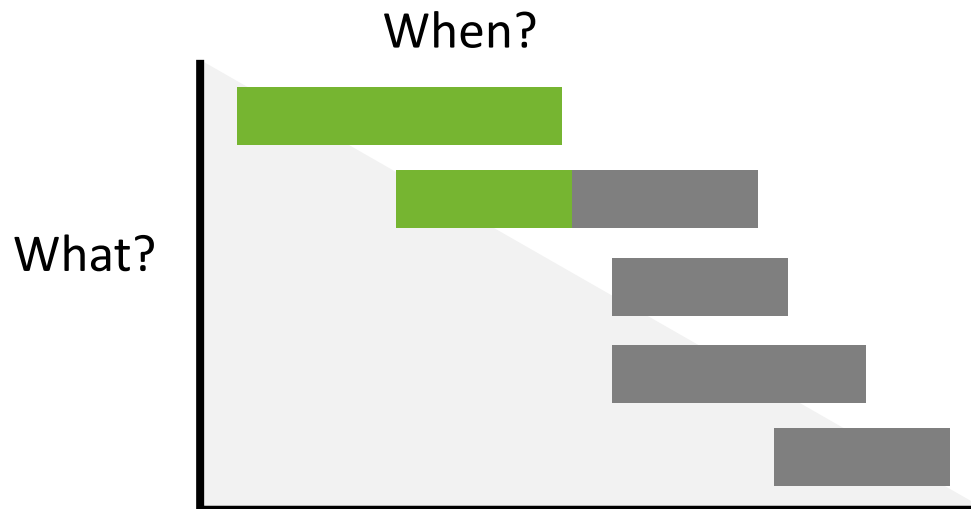
Ensure you have the basic features, ensure you provide the best performance possible, and ensure you provide delighters to your customers



Kano Analysis

How to Conduct a Kano Analysis

Agree on the actions you need to take to improve the current situation



Kano Analysis

Example – The Application of the Kano Model for the Economy Class in an Airline Company


The team has brainstormed all possible service features and classified them into the main Kano groups

	Must be	Satisfiers	Delighters
Passenger Needs in Flight 	<ol style="list-style-type: none">1. Comfortable seats2. Air-conditioned cabin3. Modern and clean toilets4. Accurate and clear announcements5. Clear safety instructions6. Pleasant music	<ol style="list-style-type: none">1. Healthy food and drinks2. Friendly and proactive cabin crew3. Diversity of newspapers and magazines4. Entertainment of personal choice5. Large overhead baggage bins	<ol style="list-style-type: none">1. Various food options on the menu2. Provision of gifts and complimentary items3. Ability to speak foreign languages4. Internet service on board5. Special individual care

Kano Analysis

Example – The Application of the Kano Model for the Economy Class in an Airline Company


















The team has added the customer satisfaction information based on previously conducted surveys

	Must be		Satisfiers		Delighters	
Passenger Needs in Flight 	Comfortable seats	55%	Healthy food and drinks	70%	Various food options on the menu	50%
	Air-conditioned cabin	30%	Friendly and proactive cabin crew	40%	Provision of gifts and complimentary items	10%
	Modern and clean toilets	90%	Diversity of newspapers & mags	25%	Ability to speak foreign languages	90%
	Accurate and clear announcements	80%	Entertainment of personal choice	85%	Internet service on board	40%
	Clear safety instructions	70%	Large overhead baggage bins	30%	Special individual care	75%
	Pleasant music	90%				

Kano Analysis

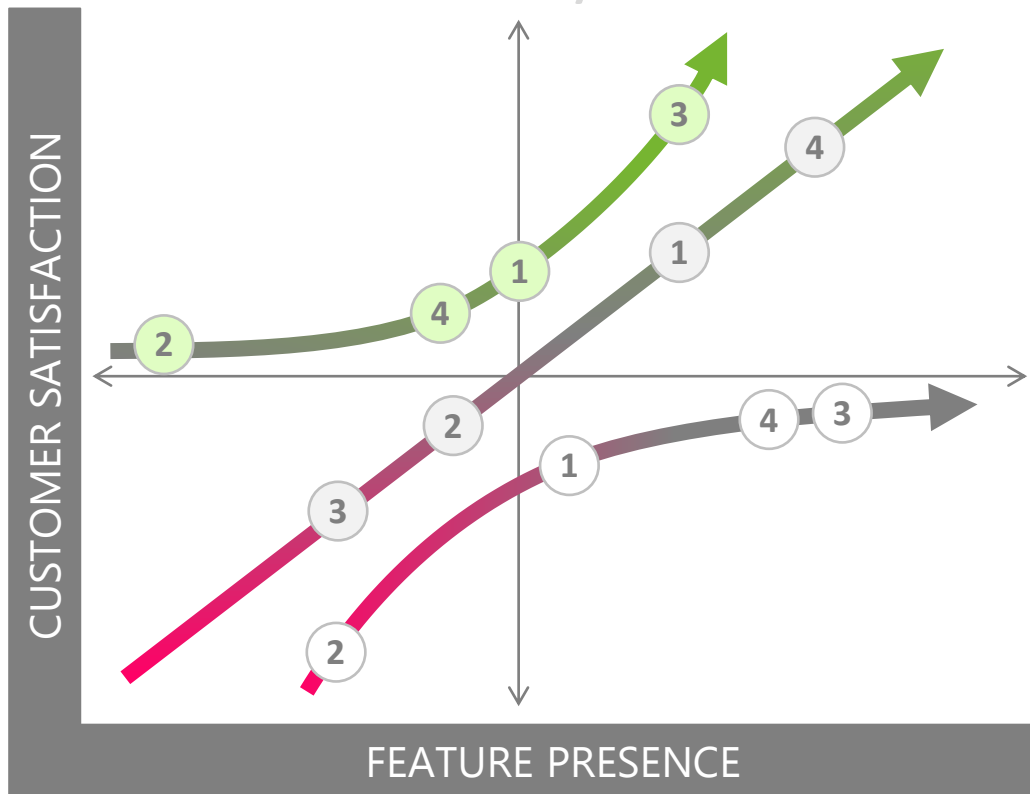
Example – The Application of the Kano Model for the Economy Class in an Airline Company

Customer satisfaction data was collected from the customer service representatives

	Must be		Satisfiers		Delighters	
Passenger Needs in Flight 	Comfortable seats		Healthy food and drinks		Various food options on the menu	
	Air-conditioned cabin		Friendly and proactive cabin crew		Provision of gifts and complimentary items	
	Modern and clean toilets		Diversity of newspapers & mags		Ability to speak foreign languages	
	Accurate and clear announcements		Entertainment of personal choice		Internet service on board	
	Clear safety instructions		Large overhead baggage bins		Special individual care	
	Pleasant music					

Kano Analysis

Example – The Application of the Kano Model for the Economy Class in an Airline Company



Customer satisfaction levels represented on a Kano Model

MUST BE

- ① Comfortable seats
- ② Air-conditioned cabin
- ③ Modern and clean toilets
- ④ Accurate and clear announcements

SATISFIERS

- ① Healthy food and drinks
- ② Friendly and proactive cabin crew
- ③ Diversity of newspapers and mags
- ④ Entertainment of personal choice


DELIGHTERS

- ① Various food options on the menu
- ② Provision of complementary items
- ③ Ability to speak foreign languages
- ④ Internet service on board

Kano Analysis

Further Information

Each Kano model (and for each product or service) should be kept and **saved** with the specific date, decisions, and notes

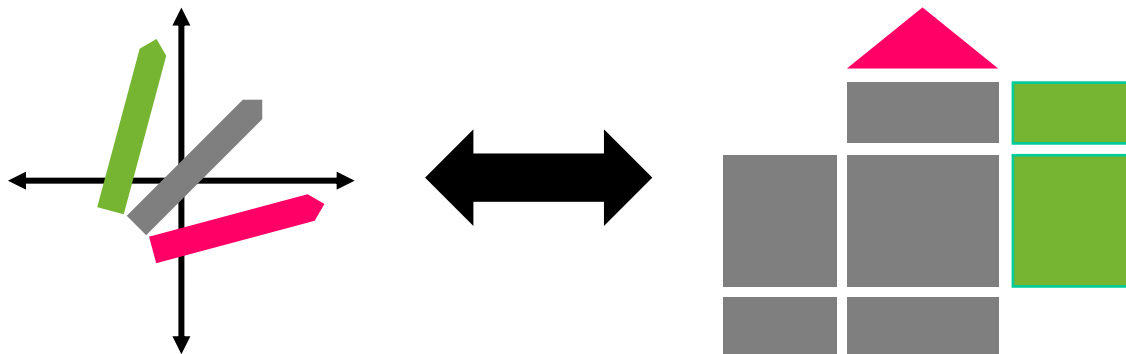


	Must be	Satisfiers	Delighters
Product A	1. 2. 3. 4.	1. 2. 3. 4.	1. 2. 3. 4.
Product B			
Service A			
The process output you are trying to improve			

Kano Analysis

Further Information

The outcome of a Kano exercise can be used as an input into the **Quality Function Deployment** matrix to clarify relationship between customer needs and technical requirements



Kano Analysis

Further Information

You may need to use direct **observation** of customers to identify what's important to them



Kano Analysis

Further Information

Customer needs and expectations **change over time**

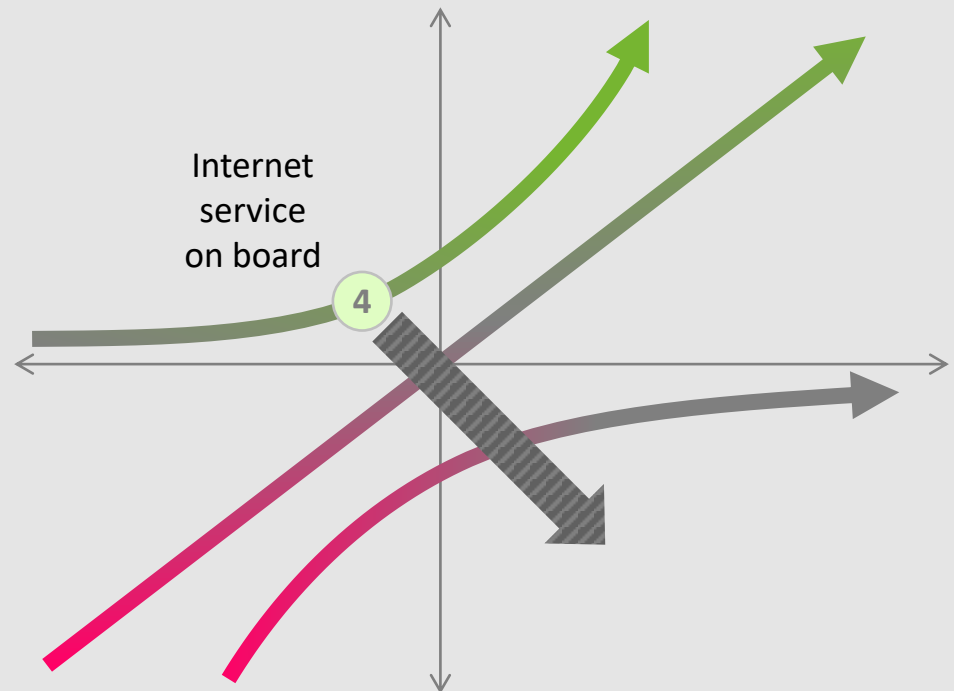
This requires us to revise and update the Kano model from time to time.



Kano Analysis

Further Information

The features that are considered delighters today are the must be of tomorrow



Kano Analysis

Further Information

The challenge with identifying delighters is that even customer will not be able to express what features would delight them as they have not experienced them yet

