

# The Kano Model

You would use this approach to understand what motivates your customers to buy your products.

## Projected performance gains



### Improved

- Understanding of your customers motivations to buy your products
- Customer data to help you sell more and retain business
- Understanding of customer requirements to product or service design
- Retention of current and winning of new customers

## What investment is needed to understand the concept?

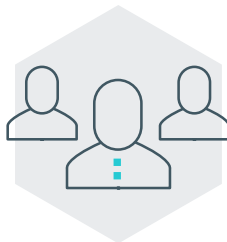
### DIFFICULTY



### Medium

Requires some reading around the subject and a structured approach

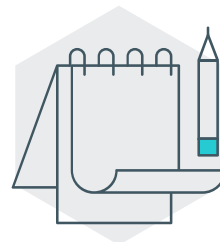
### ACTIVITY



### Team

Best results come from discussions with a mixed team of employees

### EQUIPMENT



### None

No equipment is needed

## Explanation of the concept

The Kano model is a theory of product development and customer satisfaction developed in the 1980s by Professor Noriaki Kano, which classifies customer preferences into five categories:

### Must-be Quality

Simply stated, these are the requirements that the customers expect and are taken for granted. When done well, customers are just neutral, but when done poorly, customers are very dissatisfied. Kano originally called these “Mustbe’s” because they are the requirements that must be included and are the price of entry into a market.

### One-dimensional Quality

These attributes result in satisfaction when fulfilled and dissatisfaction when not fulfilled. These are attributes that are spoken and the ones in which companies compete. An example of this would be a milk package that is said to have ten percent more milk for the same price will result in customer satisfaction, but if it only contains six percent then the customer will feel misled and it will lead to dissatisfaction.

### Attractive Quality

These attributes provide satisfaction when achieved fully, but do not cause dissatisfaction when not fulfilled. These are attributes that are not normally expected, for example, a dressing gown in a hotel room or a free additional taster course with a meal out. Since these types of attributes of quality unexpectedly delight customers, they are often unspoken.

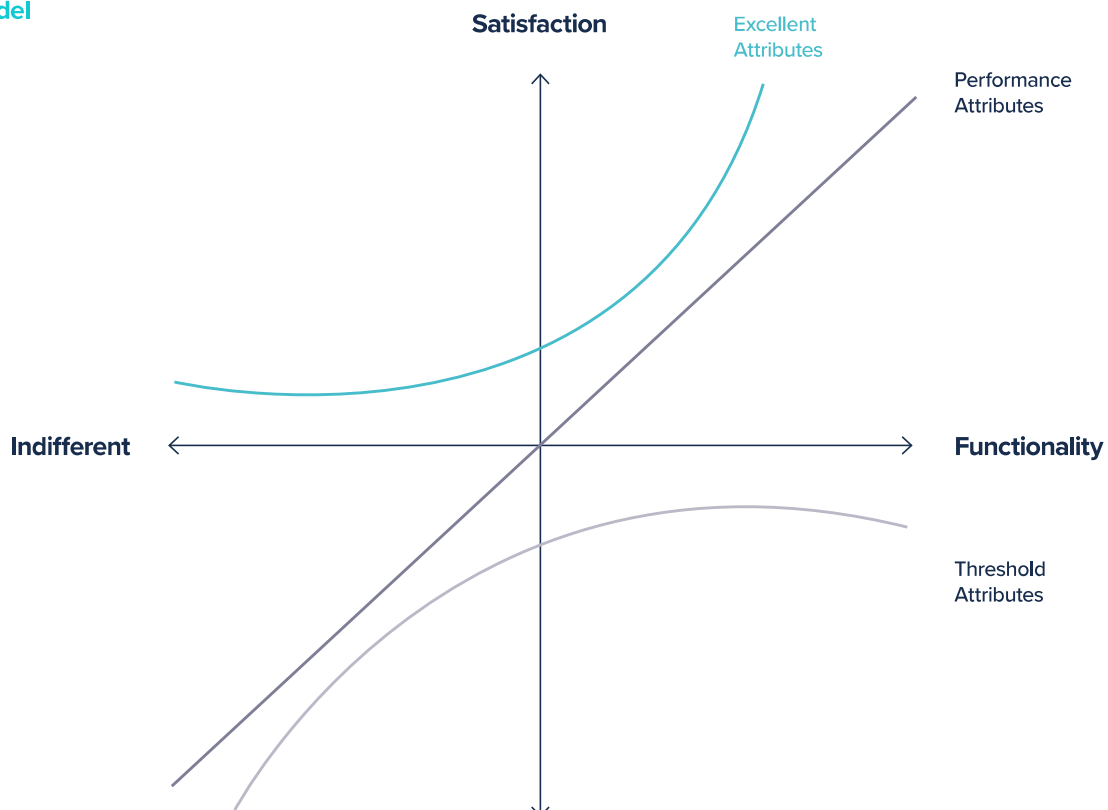
### Indifferent Quality

These attributes refer to aspects that are neither good nor bad, and they do not result in either customer satisfaction or customer dissatisfaction. For example, thickness of the cardboard used in packaging. This might be key to the design and manufacturing of the carton, but consumers are not even aware of the distinction.

### Reverse Quality

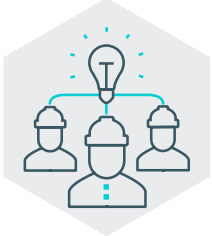
These attributes refer to a high degree of achievement resulting in dissatisfaction and to the fact that not all customers are alike. For example, some customers prefer high-tech products, while others prefer the basic model of a product and will be dissatisfied if a product has too many extra features.

## The Kano Model



## What action should I take?

1.



Gather together a mixed group of employees

2.



Explain the concepts behind Kano model

3.



Identify a product or product family and consider how it matches up with the five Kano categories

4.



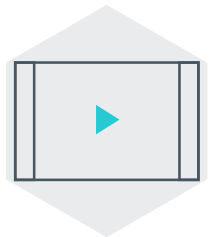
Use the analysis to consider ways to improve the product offering to the customer

## Recommended resources



Joiner, B. (1994). Fourth Generation Management. McGraw-Hill.  
ISBN: 978-0071735865

Cohen, L. (1995). Quality Function Deployment: How to Make QFD Work for You. Prentice Hall.  
ISBN: 978-0201633306



3 Minute Product Manager. Kano Model Video:  
<https://www.youtube.com/watch?v=iuOrEIBVQX4>

For more advice, case studies and additional factsheets visit: [www.businessgrowthhub.com/manufacturing](http://www.businessgrowthhub.com/manufacturing)