



Kano Model

The Kano model is a technique used to support decisions regarding which features should be included in a product or service. There are a number of variants of this technique available, but generally the following categories are included. **Must-be qualities:** The attributes that are expected from a product or service. Their presence does not necessarily improve customer satisfaction, but their absence negatively impacts upon customer satisfaction. **One-dimensional qualities:** This category describes qualities that increase satisfaction when included, but decrease satisfaction when excluded. **Attractive qualities:** These attributes provide satisfaction when they are included, but not cause dissatisfaction when they are not present. **Indifferent qualities:** Provoke neither a positive nor negative reaction. **Reverse qualities:** Can cause dissatisfaction for some customers, but satisfaction for others.

Using 'Kano Model'

Step 1: All features or attributes that could possibly be included in a new product or service are brainstormed.

Step 2: Customers are invited to complete a questionnaire where both 'functional' and 'dysfunctional' questions are asked for each attribute or feature. For instance, 'What if X feature was present, how would you feel?', or 'What if X feature was not present, how would you feel?' Five options are provided, (a) I like it that way; (b) It must be that way; (c) I am neutral; (d) I can live with it that way; and (e) I dislike it that way.

Step 3: For each customer, each attribute is given a label based on their responses. These labels correspond to the categories listed above. A: Attractive; M: Must-be; R: Reverse; O: One-dimensional; Q: Questionable result; I: Indifferent. An example of how this might appear is depicted in the image below.

Customer requirements		Dysfunctional answer				
		Like	Must-be	Neutral	Live with	Dislike
Functional answer	Like	Q	A	A	A	O
	Must-be	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live with	R	I	I	I	M
	Dislike	R	R	R	R	Q

Step 4: Based the frequency with which categories the categories are used, a selection of attributes for inclusion is made. All 'Must-be' attributes should be included, while the remainder are determined by customer preferences and the decisions of managers.

