



**KANO MODEL**  
PRIORITIZING CUSTOMER NEEDS

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Hello everyone! Thank you for joining today's webcast,  
"Prioritizing Customer Needs with the Kano Model".

I'm Ellen Milnes, Director of Marketing for MoreSteam.com, and  
will be the moderator for this program.

For those of you who have not joined previous Master Black  
Belt webcasts sponsored by MoreSteam, let me say a few words  
about our company.

## Webcast Sponsor: MoreSteam.com

- Process Improvement Training & Technology
- Trained 500,000+ Lean Six Sigma professionals
- Served over 50% of the Fortune 500
- Courses reviewed and approved by ASQ and PMI
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MoreSteam is a global provider of online process improvement training and support tools such as online simulations, data analysis, and project management.

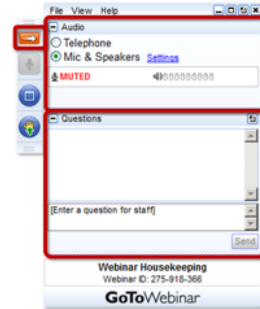
- Founded in 2000 & first provider to offer online BB curriculum
- We just surpassed the milestone of having trained ½ million individuals and have served over half of the Fortune 500 companies
- Our Lean Six Sigma training is approved by the American Society for Quality and the Project Management Institute and qualifies for professional development credits.
- Our courses are offered by leading universities in exec ed, graduate, and undergrad programs within their business and engineering curriculums.

We enjoy providing the opportunity for our clients & partners to showcase their work, along with sharing insights from the work that we've done.

**Today's program ...**

## Today's Program

- Introduction of MBB Webcast Series
  - Ellen Milnes
- "Kano Model"
  - Doug Evans
- Open Discussion and Questions



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... is scheduled for one hour.

- During the program, you will be able to pose questions by typing in the QUESTION block of the Attendee Control Panel.
- Please enter your questions as they arise -- We'll **pause about halfway** to address any questions that have been submitted and then **conclude** with a final Q&A segment.

For your reference and sharing: A copy of the today's materials will be posted to our webcast library on the MoreSteam.com website. We'll email you a link next week when the materials have been uploaded.

.....

It is my pleasure to **introduce today's Speaker ---**

## Our Presenter



**Doug Evans**

*Senior Lecturer, Fisher College of  
Business at The Ohio State University*



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Doug joined Fisher in 2010 after spending 12 years in industry and 20 years in the U.S. Air Force. At Fisher, he teaches business statistics, industrial designed experiments, Lean/Six Sigma principles and mentors Lean/Six Sigma projects. Prior to coming to Fisher, he was the director of Lean Six Sigma training at Quest Diagnostics and also worked as a senior consultant at George Group and Corning. Doug earned a Bachelor's in Electrical Engineering from the University of Maryland and a Master's in Mathematics/Applied Statistics from the University of West Florida. He became a Lean/Six Sigma Master Black Belt while working at GE.



### Learning Objectives

The learner should be able to

- Know the purpose of the Kano model
- Understand not all customer needs are equal
- Know the different types of customer needs
- Understand that the needs will shift over time—shifting expectations
- Create paired questions to determine the type of need of an attribute



## Agenda

- Purpose of the Kano analysis
- Customer needs
- Kano model
- Determining the type of customers' needs
- Summary



### Purpose

- Understand importance of functions and features to a customer
  - Not all needs are considered equally by the customer
  - Prioritizes what needs one should focus on to maintain and/or increase market share
- Defines business strategies

# Kano's Customer Needs

### Must-be quality (Basic Needs)

These needs are taken for granted and are rarely spoken in a survey. The presences of these needs is required but will not improve customer satisfaction; however, if the need is not met, it will lead to dissatisfaction of the customers.

### One-dimensional quality (Performance Needs)

These needs result in satisfaction when met and dissatisfaction when not met. These are the needs that are spoken in a survey.

### Attractive Quality (Excitement Needs)

These needs result in customer satisfaction whether the need is met fully or partially. The absence of this need will not drive customer dissatisfaction. Like Basic Needs, Excitement Needs are rarely spoken in a survey.

### Indifferent Quality

These needs are neither good or bad. They might meet business needs but are inconsequential to the customer.

### Reverse Quality

These needs imply the customer is dissatisfied when the achievement level is high.



# KANO MODEL



## Kano's Customer Needs (Beverage Cans)

### Basic Needs

Flip-top comes off on a beverage can



### Performance Needs

More beverage, 10%, is provided at the same price

1970s Pull,



### Excitement Needs

Beverage can is able to inform consumer of its temperature

### Indifferent Needs

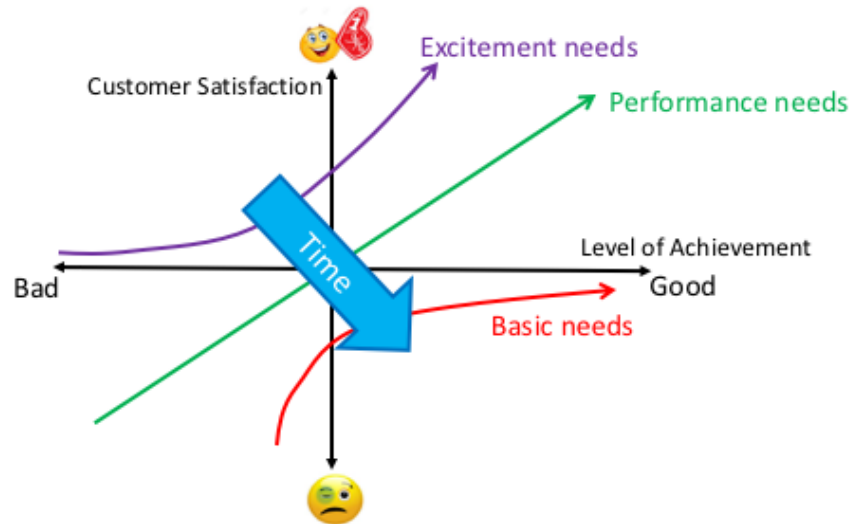
The color of blue on the top ring of the Coors can

### Reverse Needs

Container—glass vs can



## Kano Model



### Kano's Customer Needs Example

#### Excitement

- Automatic Braking
- Autonomous driving

#### Performance

- Fuel Efficiency
- Stereo system

#### Basic

- Starts
- Braking system

What other performance needs can you think of?

### Determine Customer Need Type

With the use of questionnaires, using paired questions, one can determine if a need is:

- Reverse
- Indifferent
- Basic
- Performance
- Excitement

# Kano's Paired Questions

### Part I

How do you feel if (attribute) exists

Use a Likert scale with a numbering system: (1 – 5)

### Part II

How do you feel if (attribute) does not exist

Use a Likert scale with an alphabetic system: (A – E)

### Kano's Paired Questions (Example)

**Part I** (Use 1 – 5 to answer: 1. I really like it, 2. I like it, 3. Neutral, 4. I don't like it, 5. I really don't like it)

1. How do you feel if you are able to book a non-stop flight to your destination?

Customer answer: 1

2. How do you feel if you arrive safely from your flight?

Customer answer: 3

**Part II** (Use A – E to answer: A. I really like it, B. I like it, C. Neutral, D. I don't like it, E. I really don't like it)

3. How do you feel if you are not able to book a non-stop flight to your destination?

Customer answer: C

4. How do you feel if you do not arrive safely, injured, from your flight?

Customer answer: E

### Kano's Paired Questions (Example)

The first and third questions are the paired questions for evaluating: Convenience (1C)

Convenience is probably an excitement need since the customer is really satisfied when this attribute is present and is neutral when it is not present.

The second and fourth questions are the paired questions for evaluating: Safety (3E)

Safety is probably a basic need since the customer is neutral when the this attribute is present and really doesn't like if when it is not present.

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## Kano's Paired Questions (Example)

		Without Attribute				
		I really like it	I like it	Neutral	I don't like it	I really don't like it
	With Attribute	A	B	C	D	E
1	I really like it			<b>C</b>		
2	I like it					
3	Neutral					<b>S</b>
4	I don't like it					
5	I really don't like it	<b>R</b>				



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## Kano's Paired Questions (Example)

In general

Part II

		Without Attribute				
		I really like it	I like it	Neutral	I don't like it	I really don't like it
Part I	With Attribute	A	B	C	D	E
	1 I really like it	?	?	E	E	P
	2 I like it	?	?	E	P	B
	3 Neutral	RE	RE	I	B	B
	4 I don't like it	RE	RP	RB	?	?
	5 I really don't like it	RP	RB	RB	?	?

Key

E: Excitement  
P: Performance  
B: Basic  
I: Indifferent  
?: Inconsistent  
RE: Reversal excitement  
RP: Reversal performance  
RB: Reversal basic

### Summary

- Basic needs should be a discrete measure—you have it or you don't
  - Improving the performance of basic needs to make the customer happy is impractical
- It's difficult to determine when customers expectations will shift
- With the use of paired questions in a questionnaire, one can determine the type of need for a customer group
- Resources should target improving performance needs or creating excitement features to make the customer happy!



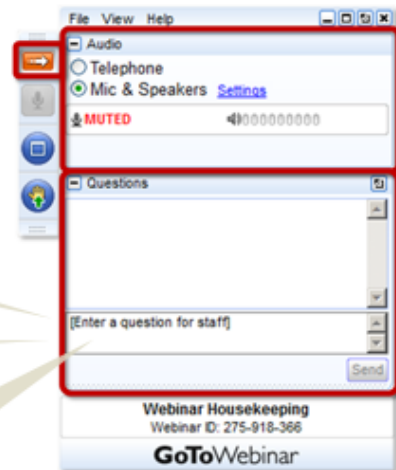
# Questions



*How have you handled ....*

*Have you ever  
encountered ....*

*Would you explain how you've  
approached ....*

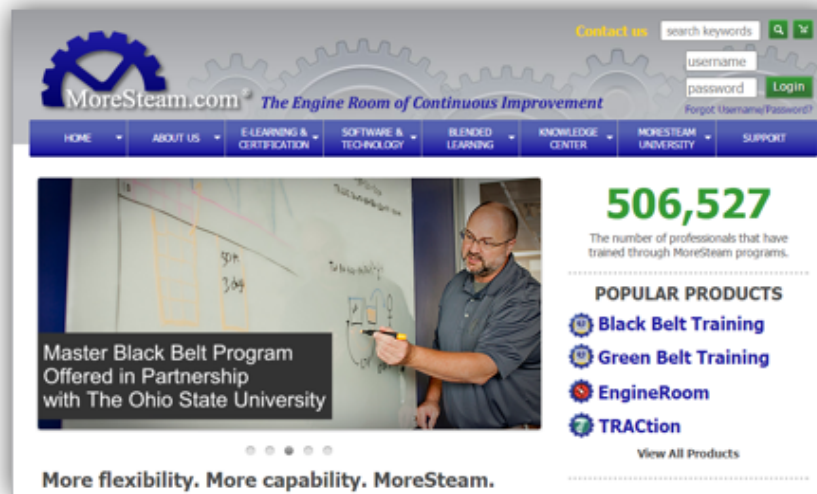


Thank you.

We'll spend the remaining time responding to your **questions**.

\*\*\*If you haven't already submitted a question, please type your question in the block on the Attendee Control Panel.

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I'll close the program with a quick mention of additional professional development opportunities:

For those of you who are certified Black Belts and are interested in taking your career to the next step: MoreSteam, in partnership with Ohio State, offers a MBB certification program in a Blended Learning format. The program combines online course modules with two weeks of classroom sessions.

For those of you who are NOT already certified Black Belts, you might be interested in exploring some of our other online Lean Six Sigma course offerings. We offer GB & BB training & certification which can be completed 100% online.

Please visit our website – [moresteam.com](http://moresteam.com) – for more information on our full menu of product offerings ... and to check out our bank of free resources, such as tutorials, articles, and a variety of on-

demand webcasts.

## Thank you for joining us



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Thank you for spending the past hour with us. Please feel free to contact us if you have additional questions or comments.

- The slides from today's program -along with a recording- will be available on the MoreSteam.com website. Watch your Inbox next week for an email with a link to the specific page.

Watch for an email from us about registration for next month's webcast which will take place on Wednesday, July 28<sup>th</sup>. Jennifer Teal, City Administrator for the City of Gahanna, will be giving an overview of their LeanGahanna program and sharing a few projects that they've completed. The Lean Gahanna program is modeled on the state's LeanOhio program, which has a mission to make government services **simpler, faster, better** and **less costly**. I've heard Jennifer speak at an ASQ event and she has a lot of good insights to share.

- Again, thank you for sharing part of your day with us. We hope to

'see you' next month.