

# The Kano Model

Created by Professor Noriaki Kano in 1984 to classify customer preferences into 3 distinct categories described below and shown on the graphic. He discovered that these different needs/attributes have a different impact on customer satisfaction when fulfilled or unfulfilled. The model applies to products, services, business processes, and software.

## **Performance:** (One Dimensional)

These are the requirements that the customers are able to articulate and are at the top of their minds when making choices and evaluating options. They are the most visible of the Kano requirements and likely easiest to acquire because customers freely talk about these. The better they are performed, the more satisfaction they bring, conversely, the worse they are performed, the more dissatisfaction they bring.

**Basic:** (Must Be's) These are the requirements that the customers expect. They are taken for granted. When done well, customers are just neutral, but when done poorly, customers are very dissatisfied. They are the requirements that must be included and are the price of entry into a market.

**Excitement:** (Delighters) These are the unexpected and pleasant surprises you provide your customers. They are the Innovations that differentiate your offering. Some companies call them Unique Selling Propositions, USP's, others call them the WOW factor. They delight the customer when there, but do not cause any dissatisfaction when missing because the customer never expected them in the first place!

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