

Building a Culture of Service Excellence in the Digital Era

Workshop Session

Jakarta, 17 Oct 2025

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Professional Profile



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Be Ready For The Session

To obtain an optimum learning result, let's follow these ground rules!



Raise Hand if there's
concern/questions
along the way



Actively participate
throughout the session
(reciprocal approach)



Focused during session
to ensure the learning
journey landed in safe
and sound experience

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02 Current Landscape & Trends

03 Measuring Success



Part 1

Importance of Service Excellence



Definition



**The Service Excellence
Formula**



**Importance in Service
Excellence**



Can anyone explain...

“How you ever heard the term
Service Excellence?”

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Definition of Service Excellence

Service Excellence (or *Pelayanan Prima*) is consistently defined as service that is exceptionally good or the best, adhering to applicable standards while also **meeting or exceeding customer expectations**



**AT YOUR
SERVICE**

Operational of Service Excellence

Service Excellence is the ability of an organization or individual to consistently provide **services that exceed customer expectations, through quality, empathy, reliability, and responsiveness**, which ultimately **creates satisfaction and loyalty**.

The Differences between

Service Excellence vs Hospitality

Service Excellence

Focus on process, accuracy, speed and solutions

Emphasize competence, quality, and reliability

Emphasize competence, quality, and reliability

Hospitality

Focus on customer feelings and comfort

Emphasize positive attitudes and emotions

Humane and personal

*Hospitality is how you make them feel, Service Excellence is **what you actually deliver.***

Simply meeting basic expectations isn't enough to achieve true excellence

Excellent service means **adding extra value** and turning an ordinary service into a pleasant, unique experience that sets the provider apart.

When customers get a bit **more than they expect**, good service becomes excellent service.

The main goal of service excellence is to **consistently deliver experiences that go beyond customer expectations**, creating strong loyalty and advocacy.



Can anyone explain...

“What does ‘more than what the customer expected’ mean in practice?”

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The Service Excellence Formula

$$SE = P \geq E$$

SE = Service Excellence

P = Perception (quality **felt** by customer)

E = Expectation

Example 1: Banking App Glitch (BCA Mobile Scenario) – Falling Short (<)

You're transferring funds for a family emergency at 10 PM. **Your E:** The BCA app processes it instantly, with clear notifications and no hidden fees—because their ads scream "24/7 reliability."

Reality Check

The transfer "processes" but hangs for 30 minutes, then fails with a vague error code. You call support, wait 10 minutes on hold, and get a robotic "try again" script.

P Outcome

Frustration hits hard—you feel undervalued and unreliable, so $P \ll E$. No SE; instead, you switch to Livin' by Mandiri next time.

Why It Matters

One bad P can erase years of loyalty—studies show 1-in-3 Indonesians churn after a single digital banking fail. Flip it by having AI chatbots with empathetic follow-ups (e.g., "Sorry for the glitch—here is 100 loyalty points for your account"), turning P back to $\geq E$.

Example 2: Ride-Hailing App (Gojek Scenario) – Meeting Expectations (=)

Imagine you're late for a meeting in Jakarta's traffic hell. **Your E:** A clean Grab/Gojek bike arrives in 5 minutes, gets you there without drama, and costs under Rp20,000.

Reality Check

The driver shows up on time, zips through shortcuts, and drops you exactly at the door. No chit-chat needed, just efficient.

P Outcome

You feel "fine"—the ride matched your expectation perfectly. SE = (solid, but forgettable).

Why It Matters

In a market with 10M+ daily rides, this keeps you as a repeat user, but won't make you post a glowing story on IG. To level up, the driver could add offer hair net to protect customer's hair from heat (pushing P > E for that delight factor).

Example 3: E-Commerce Surprise (Tokopedia Flash Sale Scenario) – Exceeding Expectations (>)

You're browsing Tokopedia for a new phone case during a midnight sale. **Your E:** It arrives in 2 days via standard shipping, matches the photo, and arrives undamaged—nothing fancy.

Reality Check

Tokopedia gives 20% cashback of the regular price during 9.9. campaign

P Outcome

You feel genuinely thrilled and cared for, so P >> E. Full SE unlocked—you're now a promoter, sharing the unboxing on TikTok and tagging friends.

Why It Matters

In Indonesia's Rp500T+ e-commerce boom, these "heartwarming surprises" (as the workshop calls them) drive 50% higher advocacy. Teams win by mapping E via customer data, then layering P enhancers like personalization (e.g., AI suggesting "Based on your gadget love, here's a bonus accessory").

The ladder of customer satisfaction

According to Karl Albrecht



Unanticipated/ Unbelievable

The highest level, described as amazing, fantastic, or the **Surprising Level** that delivers heartwarming surprises



Desired

Above expectation, leading customers to consider returning



Expected

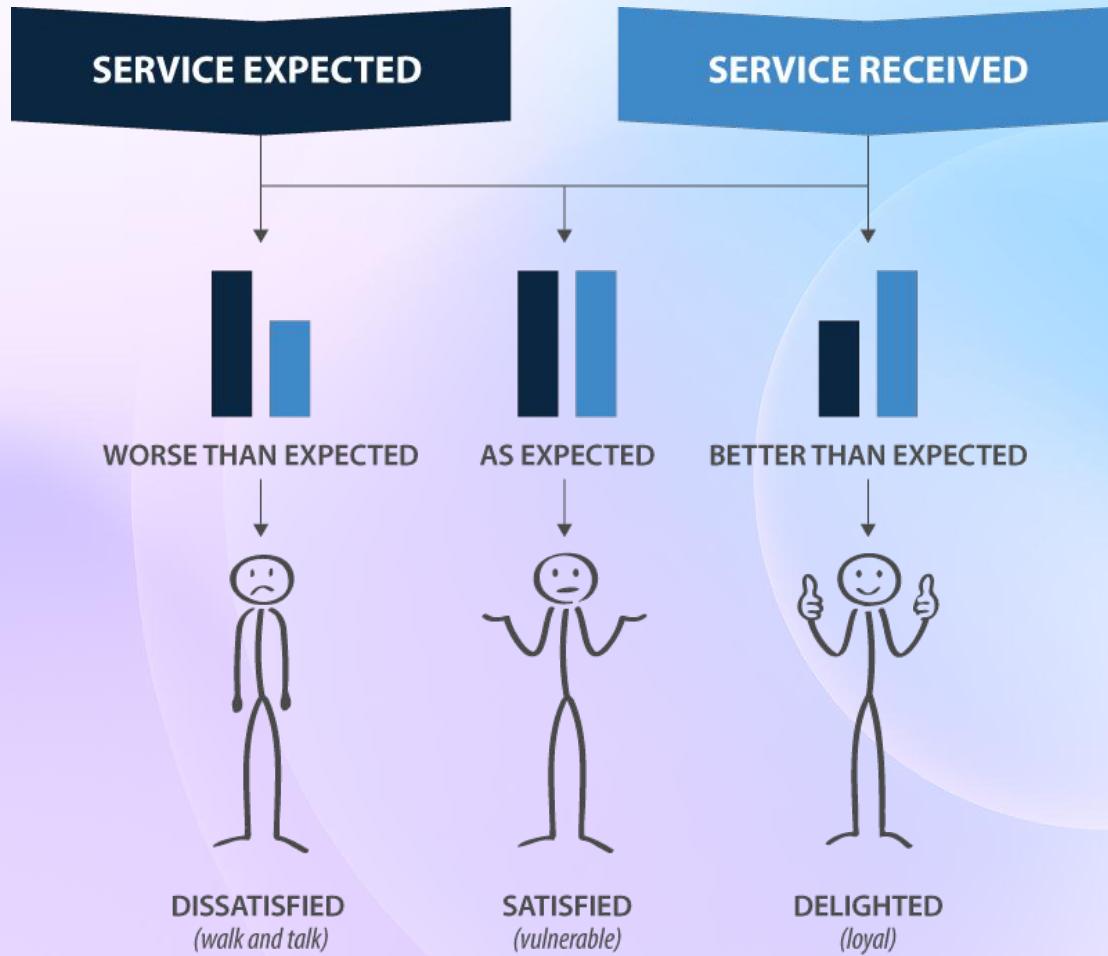
Meets standard expectations

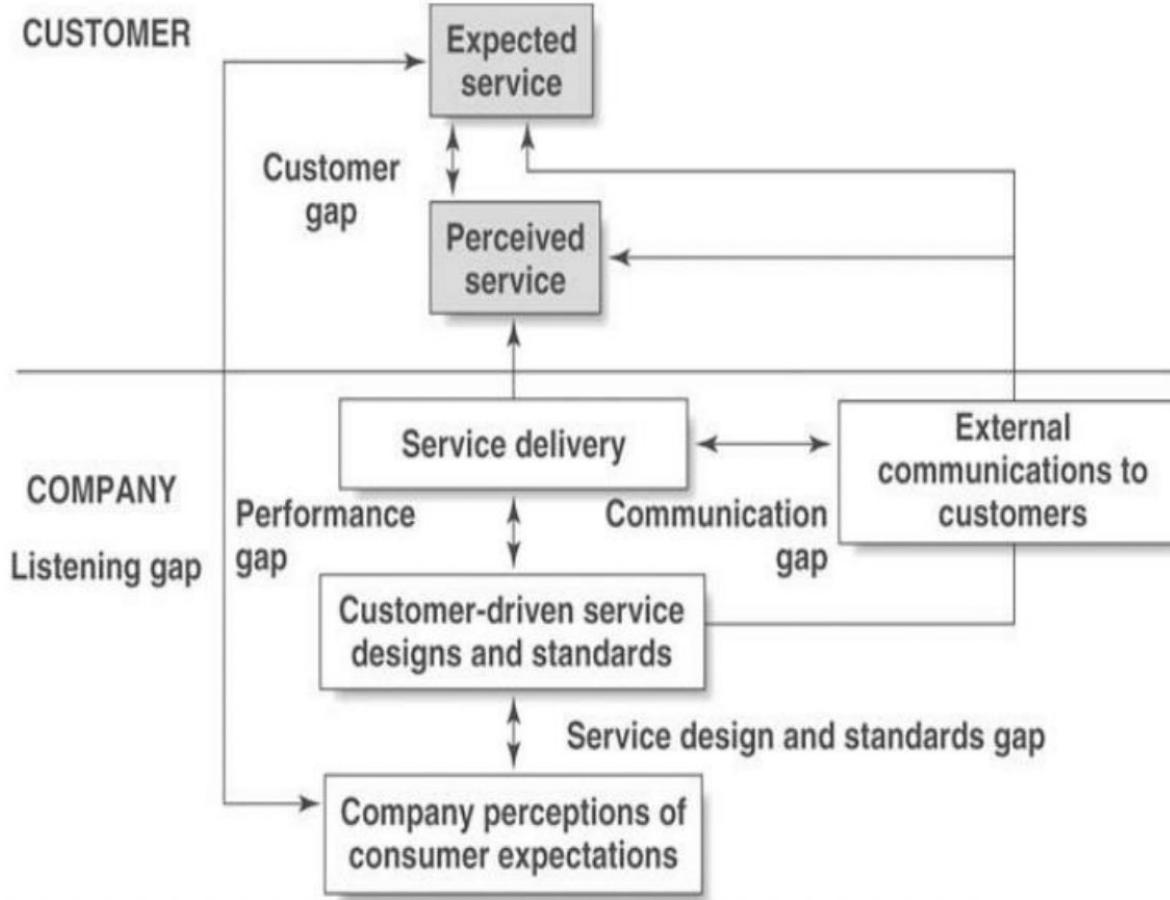


Basic

Minimum







The most critical service quality gap is ***the customer gap***, which is the difference between customer expectations and perceptions.

Importance in Service Excellence



Generating Loyalty and Advocacy

Excellent service aims to create delight that builds lasting **loyalty**—when customers get more than expected, they remember, repurchase, and recommend the company.



Competitive Differentiation

In competitive markets with similar products, like banking or insurance, Service Excellence becomes the **key differentiator** and the ultimate source of **competitive advantage**.



Business Growth

Organizations known as "**CX champions**" achieve **triple the customer growth**, 30% less churn, and 50% higher loyalty and advocacy than their peers.



Customer Retention

By understanding and exceeding policyholders' expectations, companies can **boost satisfaction, strengthen relationships, and retain customers**—since 95% will return if their complaint is resolved immediately.

The ladder of customer satisfaction

According to Karl Albrecht



Unanticipated/ Unbelievable

The highest level, described as amazing, fantastic, or the **Surprising Level** that delivers heartwarming surprises



Desired

Above expectation, leading customers to consider returning



Expected

Meets standard expectations



Basic

Minimum



1 out of 3 consumers

Stated they would **leave a brand they loved** just because of one bad experience.

PwC, 2018 – “Experience is Everything”



Which action best reflects Service Excellence rather than mere Hospitality?

A. Smiling and greeting customers warmly.

B. Ensuring processes are accurate, fast, and consistently meet standards.

C. Offering complimentary beverages to make customers feel comfortable.



Which action best reflects Service Excellence rather than mere Hospitality?

A. Smiling and greeting customers warmly.

B. Ensuring processes are accurate, fast, and consistently meet standards.

C. Offering complimentary beverages to make customers feel comfortable.

👉 it emphasizes reliable delivery that meets/exceeds expectations.

10 points



Part 2

Current Landscape & Trends



Digital Engagement is
the Mainstream Norm



Role of AI/Technology



The Human Element

Digital Engagement is the Mainstream Norm

The digitalization of daily life is pervasive, making digital interaction the expected standard for consumers:



Ubiquity and Scale

Digital engagement is now a mainstream expectation, reflected in Indonesia's rapid digital growth—reaching \$90 billion in 2024, driven mainly by e-commerce.



Mobile-First Access

Digital channels dominate consumer access, with 97% of internet users connecting through smartphones.



High Adoption Rates

Consumers are deeply integrated into the digital ecosystem, with half of Indonesians scanning QR codes monthly and 61.2% of banking customers already using AI-powered services.



Shifting Behavior

Today's consumers shop, pay, and play in the digital world, with the rise of Banking 4.0 driven by the surge in smartphone users.

Why is This Important in Practice...

 Kereta Api Indonesia ✅
@KAI121

 Translate post

Informasi Gangguan Pemesanan Tiket Kereta Api

Kami memohon maaf atas kendala yang terjadi saat ini, yang menyebabkan gangguan pada pemesanan tiket kereta api.

Kendala ini berdampak pada semua saluran penjualan tiket, baik melalui aplikasi Access by KAI, website resmi booking.kai.id, channel eksternal seperti Online Travel Agent (OTA), hingga loket di stasiun.

Kami berusaha semaksimal mungkin, agar kendala ini dapat segera terselesaikan.

Terima kasih atas kesabaran dan kepercayaannya menjadi pelanggan setia Kereta Api Indonesia.

#KAI121
#KAIupdate

Mengatasi Masalah Aplikasi Mobile JKN Tidak Dapat Diakses: Penyebab dan Solusi Terbaru 2025

• Admin • 6/02/2025 • 4 Mins Read

<https://www.techcorner.id/2025/06/mengatasi-masalah-aplikasi-mobile-jkn-tidak-dapat-diakses.html>

Situs Lapor SPT Pajak Lelet? Ini Solusinya

Hendra Kusuma - [detikFinance](#)

Minggu, 22 Mar 2020 18:45 WIB

<https://finance.detik.com/berita-ekonomi-bisnis/d-4949105/situs-lapor-spt-pajak-lelet-ini-solusinya>

Saldo JHT Tiba-tiba Hilang di JMO? Ini Penyebab dan Cara Mengatasinya

Irma Budiarti - [detikJatim](#)

Sabtu, 23 Agu 2025 18:00 WIB

<https://www.detik.com/jatim/berita/d-8075567/saldo-jht-tiba-hilang-di-jmo-ini-penyebab-dan-cara-mengatasinya>

Evolving Consumer Expectations Driven by Digitalization

Because digital engagement is now mainstream, customer expectations have intensified, demanding higher standards for experience, personalization, and efficiency:



Demand for Seamlessness and Efficiency

Today's consumers are more connected and demanding, expecting seamless, personalized, and easy-to-use experiences across all digital channels.



Personalization as a Core Expectation

Consumers now expect brands to use data and AI to understand their preferences and deliver personalized experiences instead of one-size-fits-all solutions.



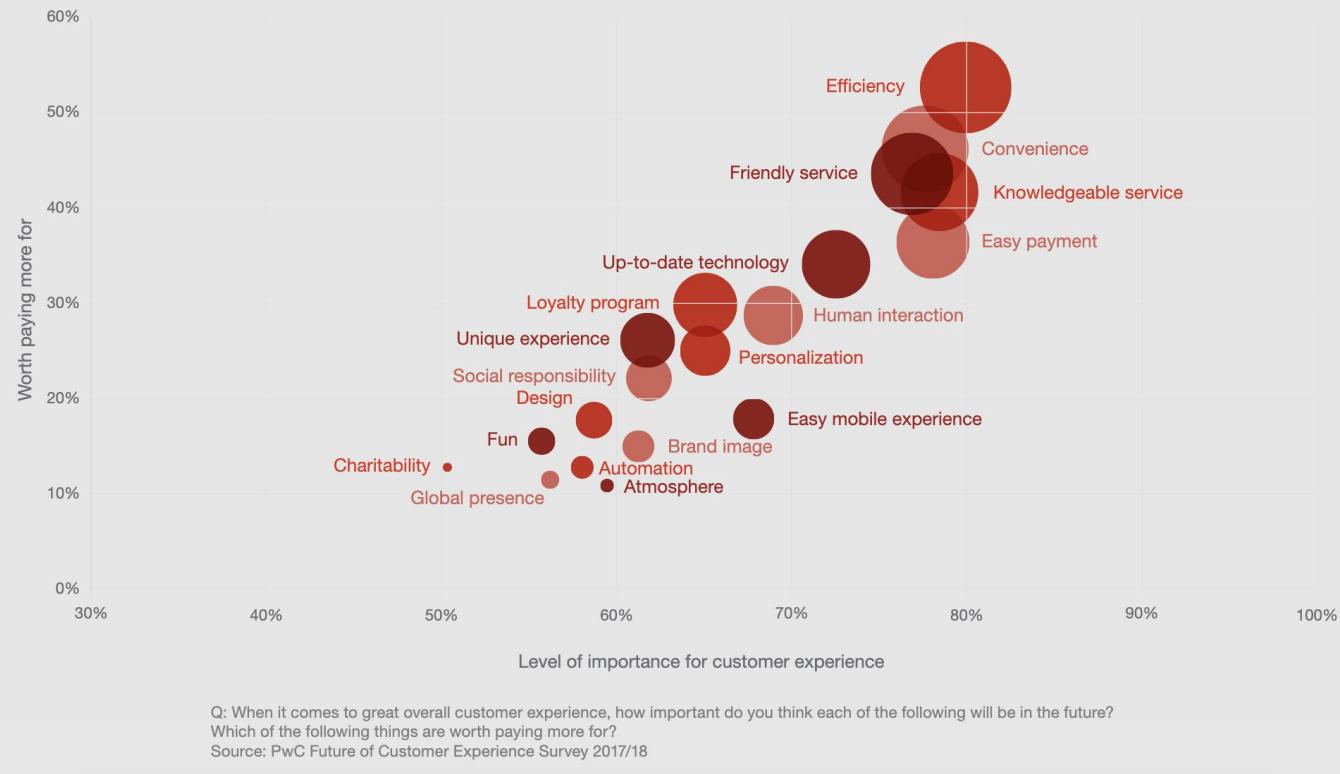
Strategic Behavior

Consumers now show "strategic behavior," demanding greater value, convenience, and service quality.



Impact of the Digital Voice

E-commerce and social media have empowered consumers with more choice, transparency, and a louder voice—making service quality crucial to prevent negative word-of-mouth and protect brand credibility.

Figure 2: What people value most in their customer experience

Source: pwc.com/future-of-cx

Can anyone explain...

“In the Era of AI, how does AI change user experience?”

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The Core Functions of AI Chatbots (from Banking Study)

24/7 Availability:

AI chatbots offer 24/7 support, giving customers instant help anytime—an advantage valued by 50.4% of [banking users](#).

Handling Routine Inquiries:

Chatbots efficiently handle common customer inquiries—like balances, transactions, and bill payments—eliminating the wait times of traditional banking.

Customer Service Leader:

In Indonesia's banking sector, AI chatbots are transforming customer service, with 69.3% of respondents reporting they have used them.



The Digital Engagement Paradox: Friction and Trust

While digital technology enables widespread access, the push toward mainstream digital engagement has created new friction points and heightened security expectations:

Lain Lain

Jutaan Data NPWP Indonesia Bocor Akibat Ulah Bjorka

Oleh: I Kadek Andhika Editor: 20 Sep 2024 - 08:20 Palu



<https://rri.co.id/lain-lain/985736/jutaan-data-npwp-indonesia-bocor-akibat-ulah-bjorka>

Hacker Klaim Kuasai Data Pribadi 4,6 Juta Warga Jawa Barat

Bima Bagaskara - **detikJabar**

Minggu, 27 Jul 2025 11:49 WIB

<https://www.detik.com/jabar/berita/d-8031297/hacker-klaim-kuasai-data-pribadi-4-6-juta-warga-jawa-barat>

1) Security as a Foundational Expectation

Digital trust is fragile—especially in banking, where security and data protection are **core to the customer experience**. Any security lapse is a CX failure, and chatbots must balance efficiency with strong security to preserve trust.

The Digital Engagement Paradox: Friction and Trust

While digital technology enables widespread access, the push toward mainstream digital engagement has created new friction points and heightened security expectations:

Ojol Ngeluh 'THR' Cuma Rp 50 Ribu, Padahal Penghasilan Rp 33 Juta/Tahun

Septian Farhan Nurhuda - [detikOto](#)

Senin, 24 Mar 2025 11:18 WIB

<https://oto.detik.com/berita/d-7838565/ojol-ngeluh-thr-cuma-rp-50-ribu-padahal-penghasilan-rp-33-juta-tahun>

Maraknya Pembayaran Cashless, Seharusnya Tak Menghapuskan Metode Tunai



5 Desember 2024 22:38 | Diperbarui: 6 Desember 2024 08:18 | 825 19 7



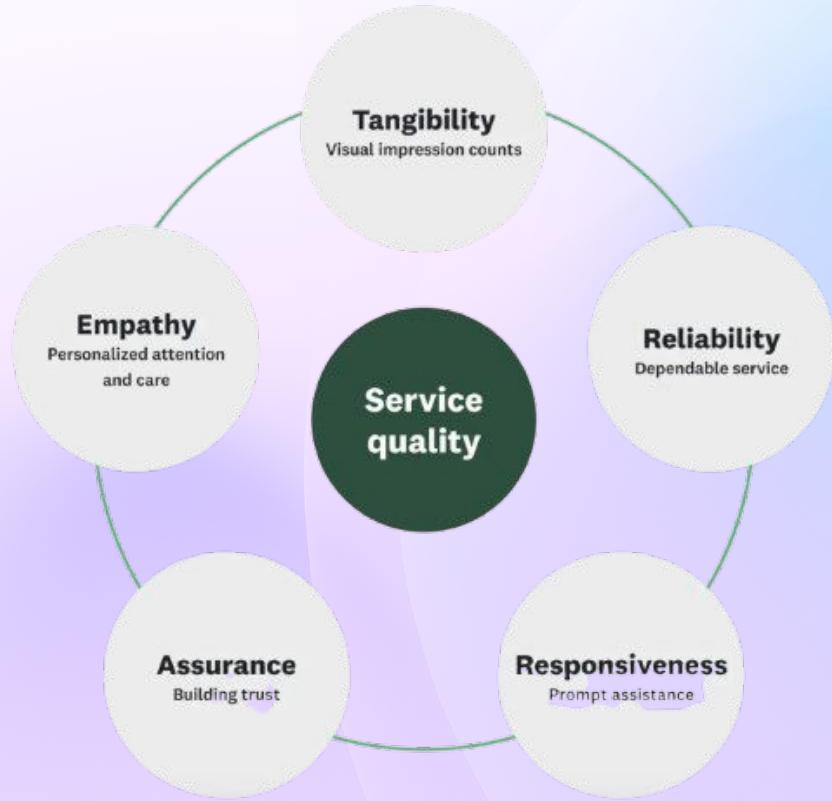
<https://www.kompasiana.com/gilangriy/6751c8d9ed641515683685f2/maraknya-pembayaran-cashless-seharusnya-tak-menghapuskan-metode-tunai>

2) The Experience Gap

Despite major digital investments, relying too much on technology can reduce customer satisfaction when cost-cutting leads to **impersonal, low-empathy service channels**.

3) Neglected Human Element

Globally, **64%** of consumers feel that businesses neglect the human touch in online experiences.



The Human Element

SERVQUAL Framework

SERVQUAL (Service Quality) is used to measure the gap between customer expectations and their perceptions of the service received.

The Human Element

Handling Complaints



Immediate Response

Make sure to address issues proactively, before customers feel the need to voice complaints on social media!



Apologize and Thank You

Apologize sincerely for any inconvenience the customer has experienced, and express gratitude for reaching out.



Listen and Understand

Apply the RASA method and practice active listening to genuinely understand their concerns.



Ensure Expectation

Before suggesting any solution, ask what outcome the customer is hoping for.



Provide Solution

Clearly explain the specific actions you'll take – and always stay responsive.

Active Listening

Appreciate by showing that
you're listening: Uh-huh / OK /
Yes, I see / Good / Really?

Ask questions to clarify and offer
encouragement: What do you mean
when you say...? / And then? / What
happened next?



Receive the message, pay
attention to the person
speaking.

Summarize the main idea: It sounds
like... / In other words, what you are
saying is... / So in a nutshell... /
Sounds like you are saying...

Active Listening

CASE STUDY: Let's imagine a team member, Rina, is explaining a challenge with a project deadline

Step	What it means	Example
Receive	Pay full attention to the speaker—tune in both verbally and non-verbally.	You look at Rina, pause your task, nod when she speaks, giving her your full attention.
Appreciate	Convey acknowledgment and empathy through small verbal (like “uh-huh”) or nonverbal cues (like nodding/slightly smiling).	You say, <i>“I hear you’re really stretched, I understand,”</i> and offer a sympathetic nod.
Summarize	Reflect back what you’ve heard using your own words (e.g., “So what I’m hearing is...”).	You respond, <i>“So you’re finding the current timeline too tight, especially given the resource constraints in code reviews—do I have that right?”</i>
Ask	Pose follow-up or clarifying questions after summarizing (e.g., “Can you elaborate on...”).	You follow up with, <i>“Would it help if we shifted some tasks or extended the review period to alleviate the pressure?”</i>

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Active Listening

NO. 1

Let's Practice



<https://bit.ly/adaptivecommunicationworksheet>

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Which approach best evaluates whether Active Listening (RASA) is effectively practiced in a service team?

A. Counting the number of customer interactions completed per hour.

B. Tracking total time spent per call.

C. Observing if team members summarize and clarify customers' statements.



Which approach best evaluates whether Active Listening (RASA) is effectively practiced in a service team?

A. Counting the number of customer interactions completed per hour.

B. Tracking total time spent per call.

C. Observing if team members summarize and clarify customers' statements.

👉 summarizing and clarifying indicate real understanding and empathy.

10 points



Part 3

Measuring Success



**Methods to Measure
Customer Satisfaction**



**Definition of Kano
Model**



How to Use Kano Model

Can anyone explain...

“How do you measure if your service is satisfying customers?”

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Key Methods / Metrics to Measure Customer Satisfaction



Method / Metric	What it Measures	Example Question(s)
CSAT (Customer Satisfaction Score)	How satisfied customers are with a specific interaction, product, or service.	"How satisfied were you with your purchase?" Rated on a scale (e.g. 1-5 or 1-10).
NPS (Net Promoter Score)	Measures loyalty / likelihood to recommend. Reflects overall impression and future behavior (word-of-mouth).	"How likely are you to recommend our product / service to a friend or colleague?" Scale 0-10.
CES (Customer Effort Score)	How much effort a customer must exert to complete a task or resolve an issue. Focuses on friction in experience.	"How easy was it to resolve your issue with us today?" Scale often 1-5 or 1-7.
Surveys (Quantitative + Qualitative)	Broader feedback via structured questionnaire; combines ratings + open-ended responses. Allows capturing both numerical trends and "why" behind them.	Mix of CSAT/NPS/CES + open ended questions like "What could we improve?" or "What did you like most?"

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Key Methods / Metrics to Measure Customer Satisfaction



Method / Metric	What it Measures	Example Question(s)
Social Media & Online Feedback / Sentiment Analysis	What customers say informally, on social networks, review sites, forums. Measures sentiment, themes/trends.	Monitoring brand mentions, reviews, comments; using sentiment analysis tools to track positive / negative feedback.
Feedback Terminals / In-person / Physical Feedback Devices	Captures immediate satisfaction in situ (e.g. at store exit, after service).	Smiley-button terminals ("very happy / happy / unhappy / very unhappy") or quick touchpoints.
Web / Product Analytics	Measures behaviors that imply satisfaction or dissatisfaction (e.g. usage patterns, drop-offs, churn, time on task).	Metrics such as retention rates, repeat purchases, session length, feature usage, drop-out rates in onboarding flows.

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Key Methods / Metrics to Measure Customer Satisfaction

However...



Method / Metric	What it Measures	Example Question(s)
Social Media & Online Reviews Sentiment Analysis	What customers say informally on social networks, review sites, forums. Measure sentiment, themes/trends.	Monitoring brand mentions, reviews, comments; Using sentiment analysis tools to track positive / negative feedback.
Feedback Terminals / In-person / Physical Feedback Devices	Captures immediate satisfaction in situ (e.g. at store exit, after service).	Smiley-button terminals ("very happy / happy / unhappy / very unhappy") or quick touchpoints.
Product Analytics	Measures behaviors during product usage or dissatisfaction (e.g. usage patterns, drop-offs, churn, time on task).	Measuring satisfaction rates, repeat purchases, session length, feature usage, drop-out rates in

To assess specific FEATURE / SERVICE that customers like, you need to use tools like Kano Model

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Can anyone explain...

“Have you ever heard the term
Kano Model?”

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Definition of Kano Model

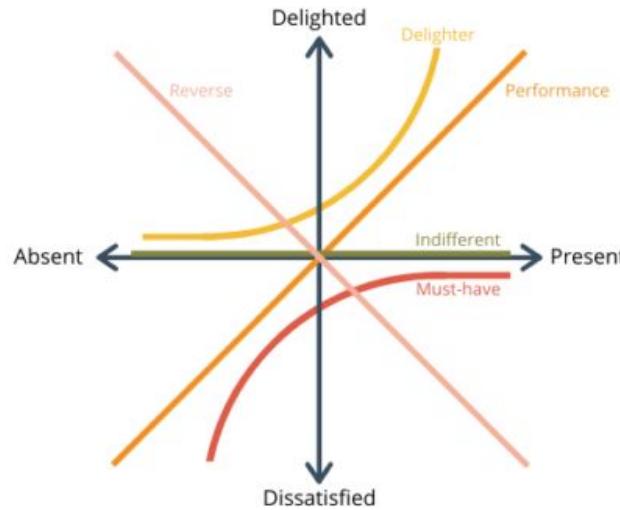
The Kano Model is a framework for understanding & classifying customer (or user) preferences/features of a product or service according to how they affect customer satisfaction.

Its main goal is to help teams decide which features to invest in, how fulfilling them (or not) impacts satisfaction, and thereby guide product or service design priorities.



The Structure: Categories of Features

The Kano Model



Category

What it means

Must-have

These are features customers take for granted. If they are there, people are neutral; if missing, customers are very dissatisfied.

Performance

These are linear features. The better you deliver them, the more satisfied customers are; the worse, the more they are dissatisfied.

Delighter

Unexpected features; customers don't expect them, so not having them doesn't upset customers, but having them delights.

Indifferent

Features or attributes that most customers neither care about much whether they are there or not. They don't influence satisfaction strongly.

Reverse

These are features where some customers might like them, but others might dislike them; sometimes "more" of something can actually cause dissatisfaction for some users.

Example: Kano Classification of Tokopedia's Features

Feature	Kano Category	Reasoning	Implication / Priority
Secure payment	Must-have	Users expect transactions to be secure; if this fails → strong dissatisfaction; presence is baseline.	Critical to maintain; investments here are non-negotiable. Must monitor and keep improving.
Delivery speed and reliability	Must-have / Performance	Many e-commerce users expect timely delivery. Faster or more reliable delivery directly increases satisfaction, lack causes dissatisfaction.	Improve as a performance area; faster delivery gives competitive edge.
App navigation & usability (interface, clear menus, ease of find/search)	Performance	Better usability directly improves satisfaction; users notice friction vs. smooth flow.	Continual usability improvements matter; optimizing menus (e.g. Menu Utama) helps.
Multiple Product Search ("Cari Sekaligus")	Delighter / Performance	This is a newer convenience feature. Users may not expect it initially (so it's a delimiter), but once they use it, its absence will be noticeable (moving toward Performance). Saves time and shipping.	High priority for innovation; good to promote and refine. Ensure reliability so as users move to expect it.
Wishlist Categorization	Delighter	Many apps have simple wishlists; ability to categorize is convenience beyond baseline. Adds delight.	Useful enhancement; lower risk; value in differentiating.



Example: Kano Classification of Tokopedia's Features

Feature	Kano Category	Reasoning	Implication / Priority
Share Address feature	Delighter	Not core but helpful; convenience; especially for users sending gifts / using multiple delivery addresses.	Good feature; could be improved; maybe tie in with address validation to enhance quality.
Product comparison (Katalog / Compare two products)	Performance / Delighter	Helps in decision making; many users want to compare before purchase. Not totally expected but once provided, adds value.	Promote, refine; ensure comparison UI is clear and helpful. Good payoff.
Promo / Exclusive Offers / Free Shipping / Cashback	Performance	Price/value is a major driver for satisfaction. More promo or better value yields more satisfaction; weak promos or hidden costs cause dissatisfaction.	Very important; optimize balance so that promos are sustainable but impactful.
Tokopedia Play (interactive / video / gamified features)	Delighter	These are delight-type features; not required, but provide extra engagement and retention. Some users may care more, others less.	Good for differentiation and retention; avoid overloading with extraneous gamification if it distracts or slows core functions.

How to Use Kano Model

1. Select the features to consider
2. Survey your customers
3. Categorize each answer
4. Collect your data
5. Prioritize the features you will deliver



Read More:

<https://expertprogrammanagement.com/2020/11/the-kano-model/>

Step 1: Select the features to consider

Create a list of all the features you have under consideration to implement. This list of features could come from many sources, including:

- Your backlog
- Requests from customers
- Customer complaints
- Management
- Team brainstorming
- Customer questionnaires



Step 2: Survey your customer

	I like it	I expect it	I am neutral	I can tolerate it	I dislike it
Functional					
How would you feel if the product had ...?					
How would you feel if there was more of ...?					
Dysfunctional					
How would you feel if the product <i>did not</i> have ...?					
How would you feel if there was less of ...?					

Step 3: Categorize each answer

		Dysfunctional (feature absent)				
		Like it	Expect it	Neutral	Tolerate it	Dislike it
Functional (feature present)	Like it	Q	D	D	D	P
	Expect it	R	Q	I	I	M
	Neutral	R	I	I	I	M
	Tolerate it	R	I	I	Q	M
	Dislike it	R	R	R	R	Q

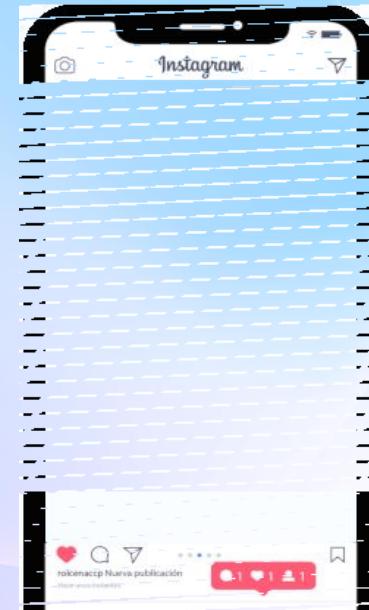
R = Reverse **P = Performance**
M = Must-have **I = Indifferent**
D = Delighters **Q = Questionable**

Step 4: Collect your data

Feature Name:	Delighter	Performance	Must-have	Indifferent	Reverse
Feature 1	7	3	0	0	0
Feature 2	0	8	1	1	0
Feature 3	0	1	9	0	0
Feature 4	0	0	10	0	0
Feature 5	0	0	1	8	1

Step 5: Prioritize the features you will deliver

- Start with the must-have
- Then include as many performance features as many as you can
- Next, add your delight features.
 - Cut performance features if necessary so you can include some
- Remove any reverse features if you have any
- Ignore indifference features



When prioritizing features using the Kano Model, which evaluation principle should guide final decisions?

A. Prioritize Must-have, then Performance, then selective Delighters.

B. Add as many Delighters as possible regardless of cost.

C. Focus on Indifferent features for novelty.



When prioritizing features using the Kano Model, which evaluation principle should guide final decisions?

A. Prioritize Must-have, then Performance, then selective Delighters.

B. Add as many Delighters as possible regardless of cost.

C. Focus on Indifferent features for novelty.

👉 Structured prioritization ensures baseline quality before innovation.

10 points



QnA Is there any questions?

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A black and white photograph of a woman in a business suit pointing at a large screen displaying a line graph. The screen is mostly white with some faint grid lines and text.

***“Your most unhappy
customers are your
greatest source of
learning”***

~Bill Gates~

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A photograph of a man with dark hair and a beard, wearing an orange hoodie. He is shouting with his mouth wide open, showing his teeth. The background is a solid yellow.

KERJA KERAS
NO

A photograph of the same man from the first image, now wearing glasses and smiling broadly. He is giving two thumbs up. The background is a solid yellow.

KERJA CER-DIAS
YES

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