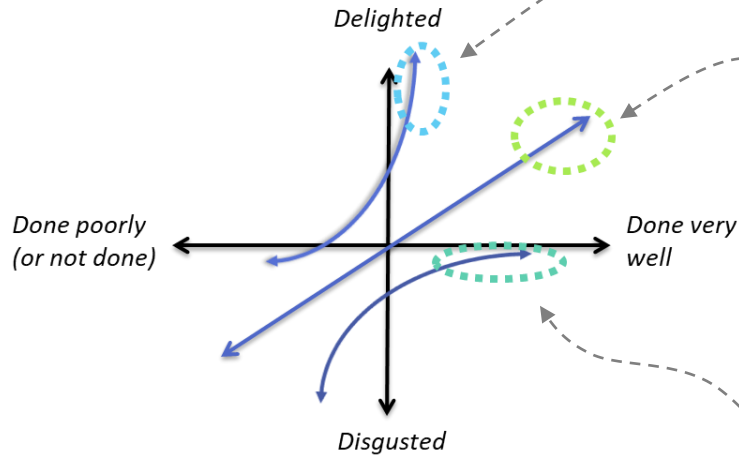


Kano model



Not all user needs are equal. Customers have different priorities and meanings attached to these needs, and as a product manager, we need to understand this. The Kano model can help.

The Kano model was developed to **categorize and prioritize** customer needs, guide product development, and enhance customer satisfaction. During customer interviews, we often hear a long list of customer needs, and it helps to place each of these needs into one of the Kano model categories.

Focusing on a single customer segment, the **Kano model** can help separated customer needs into:

3

Attractive needs (delighters)

- The extra needs that customers don't articulate but love when we deliver on them. Unspoken and not expected. If we don't provide a delighter, customers are neutral – they weren't expecting this in the first place. But deliver on these and customers will be delighted.
- *Airline example:* Getting upgraded to 1st class
- *Guidance:* Include 1-2 delighters into our products for customer happiness and competitive differentiation

2

Performance needs

- The areas that we typically compete on, like service quality, response time, pricing, etc. Customers will tell us about these - performance needs are visible and articulated. Typically, more is better (except for price).
- *Airline example:* Seat comfort, movie selection, quality of snacks, etc.
- *Guidance:* Choose the right set at the right level to ensure an attractive, competitive product

1

Basic needs

- What we must do – these are table stakes to play in this market. They are “must-be” requirements. Meet these needs and our customers are neutral (it's what they expected). However, if we don't meet these needs, customers won't be happy – or to use the model's language - they will be disgusted.
- *Airline example:* Getting our checked luggage to our destination
- *Guidance:* We include these into our product requirements. No choice!