

# Kano Analysis

**What:** Kano Analysis is a technique that helps you understand the value your customers place on the features of your product or service. This technique can help reduce the risk of providing products or services that over-emphasize features of little importance or that miss critical-to-quality features/attributes.

**When:** Kano Analysis is used in the Define and Measure phase of the DMAIC process during Lean Six Sigma activities. In the Define step it is used to gather some elements of the Voice of the Customer and shape the means of gathering others. It is used in the Improve step to redesign products, processes or services.

**How:** 1. **Invite the right people:** This method assumes that the people that show up are the right people to make the decision. Therefore people that are invited are very important to the success of the results.

2. **Gather VOC Data:** Gather voice of the customer data using several different methods. The purpose of this data is to identify customer needs and requirements.

3. **ID Customer Needs:** Identify customer needs and requirements from the data collected. For each potential need, create two questions for the customer to respond to:

- How would they feel if the need WAS addressed? (Positive)
- How would they feel if the need WAS NOT addressed? (Negative)

For each of these questions the customer has four possible responses:

- I'd Like it
- It is normally that way (expected feature)
- I don't care
- I wouldn't like it

4. **Chart the Answers:** Based on the answers chart the results in a table similar to the one below. Classify each response as a Satisfier, Dissatisfier, or Delighter

Dissatisfier: A basic requirement or expected feature. If missing will cause dissatisfaction.

Satisfier: Standard features or characteristics that increase or decrease satisfaction.

Delighter: Unexpected feature that, if present, impress customers and gain you credit.

5. **Incorporate Intelligence:** Incorporate what is learned into product or service design improvements. MUST deal with dissatisfiers!

		Answers to Negative Questions			
		Like	Normal	Don't Care	Don't Like
Answers to Positive Questions	Like				
	Normal				
	Don't Care				
	Don't Like				

