



Kano Analysis Basics

Categorize the Backlog

Prioritizing with Kano Analysis

- 1. Mandatory / Basic:** Must be present in order for users to be satisfied
- 2. Linear / Performance:** The more of these, the better
- 3. Exciters / Delighters:** Features a user doesn't know they want until they see it

Use the Power of Consensus

Kano - Surveying Users

- To assess whether a feature is baseline, linear, or exciting we can:
 - Sometimes guess
 - Or survey a small set of users (20 – 30)
- We ask two questions
 - A **functional** question
 - How do you feel if a feature is present?
 - And a **dysfunctional** question
 - How do you feel if a feature is absent?

Ask in a Nuanced Way

Kano - Surveying Users



- Instead of asking a binary yes or no, the functional/dysfunctional pair yields nuance
- We can find things that the user may not expect, but are still appealing
- Why guess what your users want? Use a systematic approach to use the power of the consensus



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.

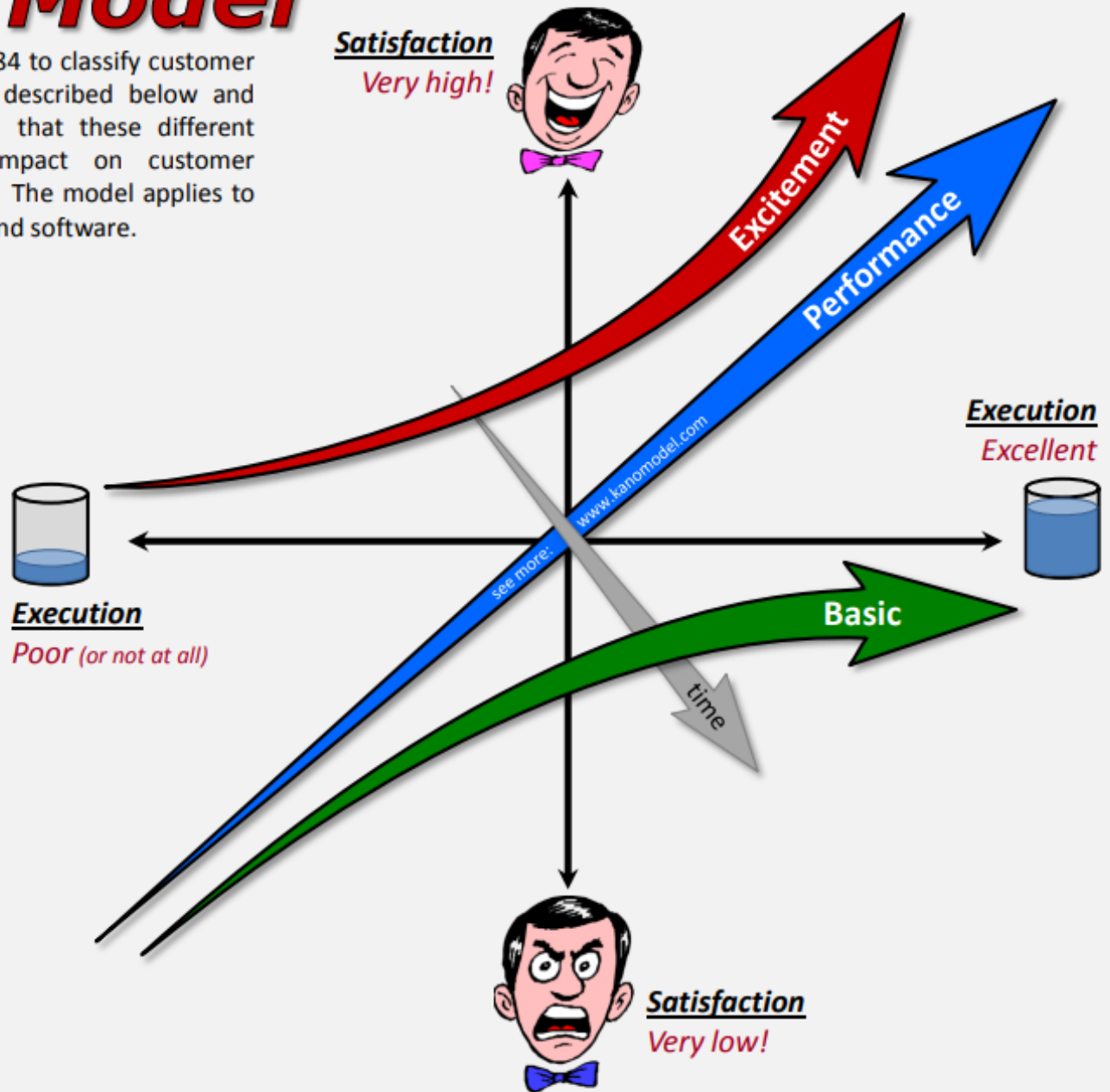
Performance: (One Dimensional)

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!

For much more information and videos, visit: www.kanomodel.com



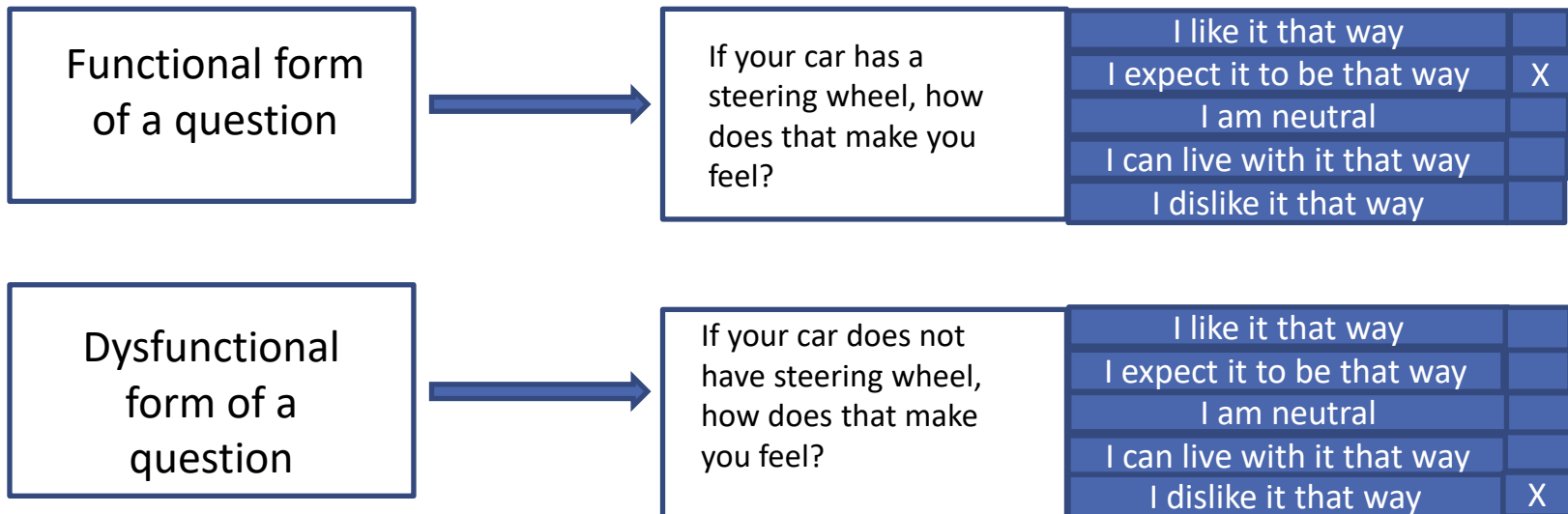


The Bottom Line

“A smart team aims to realize the MOST customer satisfaction with the LEAST amount of effort...In order to do that, we have to find out what our users expect, don't want, and what they like but don't expect...”

The Kano Survey

Functional and Dysfunctional Forms



The Kano Survey

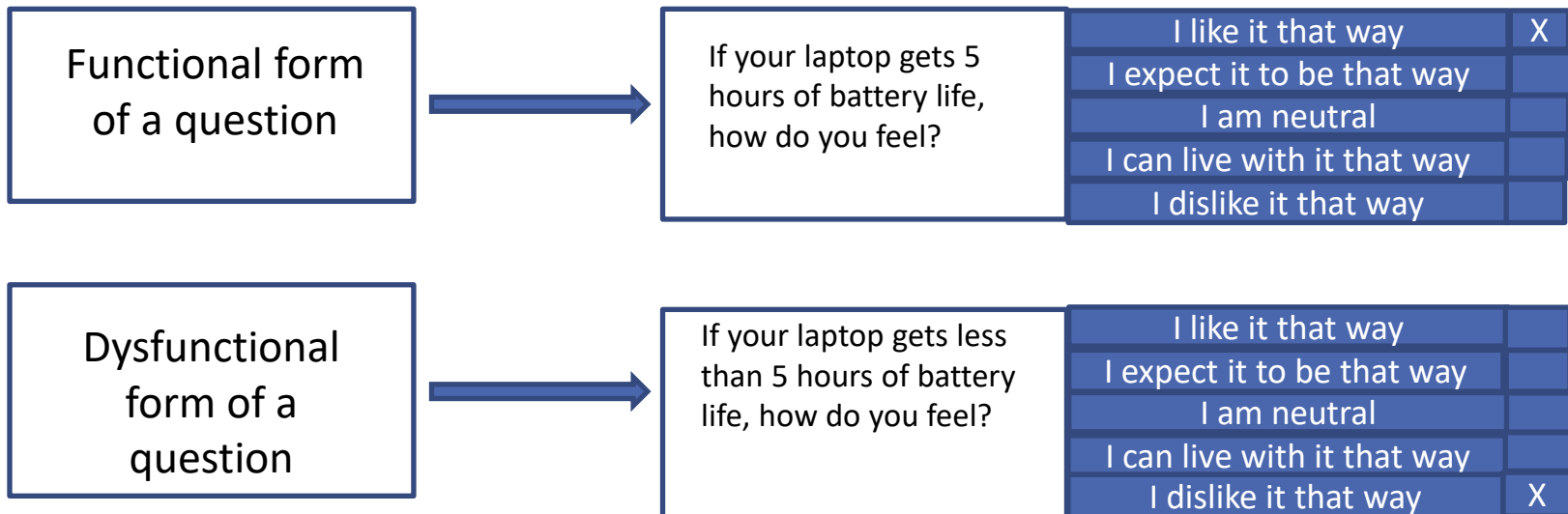
Answer Pair Key

		Dysfunctional Question				
		Like	Expect	Neutral	Live With	Dislike
Functional Question	Like	Q	E	E	E	I
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

KEY	
M	Mandatory
L	Linear
E	Exciter
Q	Questionable
R	Reverse
I	Indifferent

The Kano Survey

Functional and Dysfunctional Forms



The Kano Survey

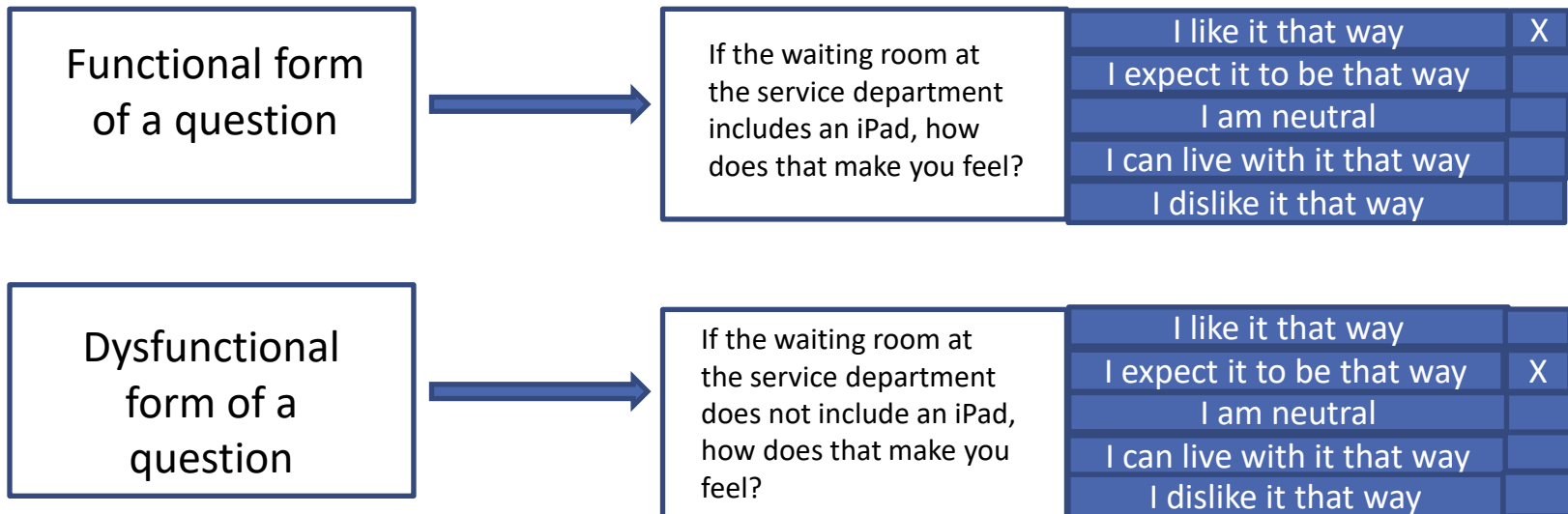
Answer Pair Key

		Dysfunctional Question				
		Like	Expect	Neutral	Live With	Dislike
Functional Question	Like	Q	E	E	E	L
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

KEY	
M	Mandatory
L	Linear
E	Exciter
Q	Questionable
R	Reverse
I	Indifferent

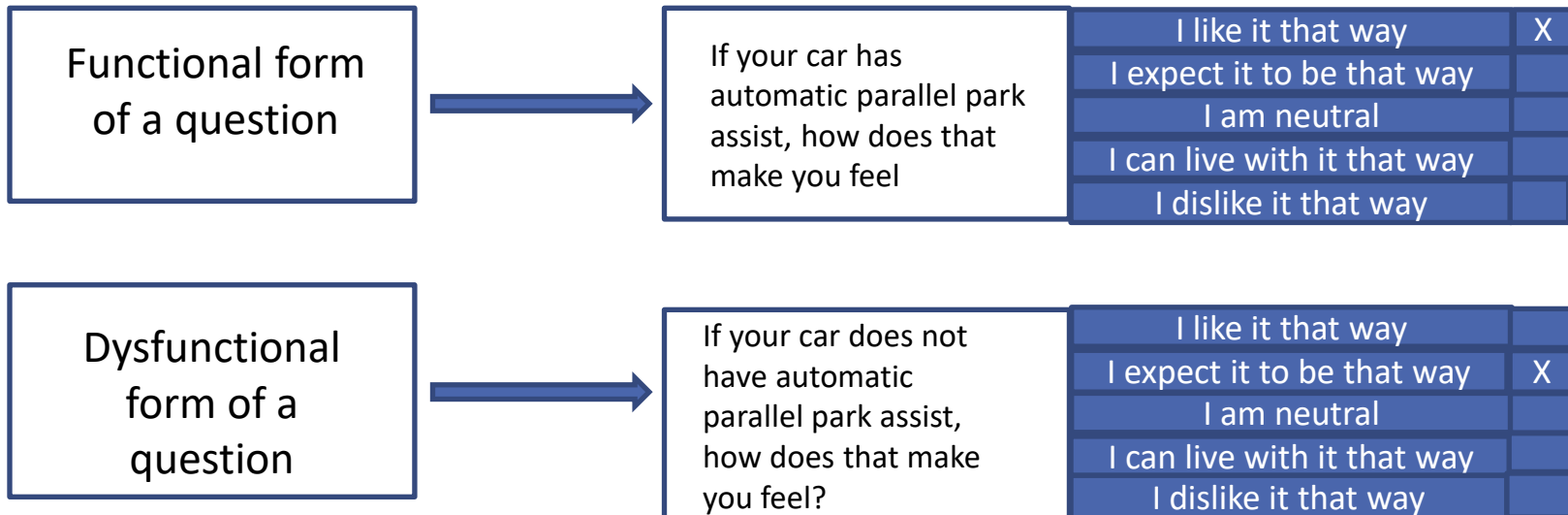
The Kano Survey

Functional and Dysfunctional Forms



The Kano Survey

Functional and Dysfunctional Forms



The Kano Survey

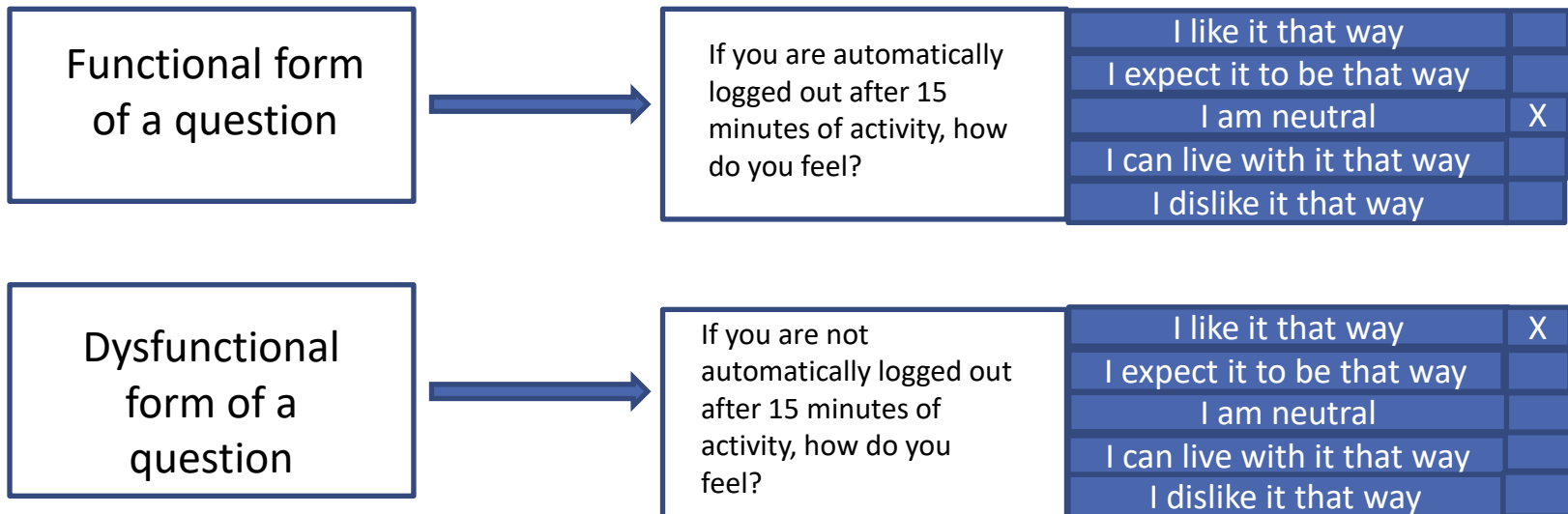
Answer Pair Key

		Dysfunctional Question				
		Like	Expect	Neutral	Live With	Dislike
Functional Question	Like	Q	E	E	E	L
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

KEY	
M	Mandatory
L	Linear
E	Exciter
Q	Questionable
R	Reverse
I	Indifferent

The Kano Survey

Functional and Dysfunctional Forms



The Kano Survey

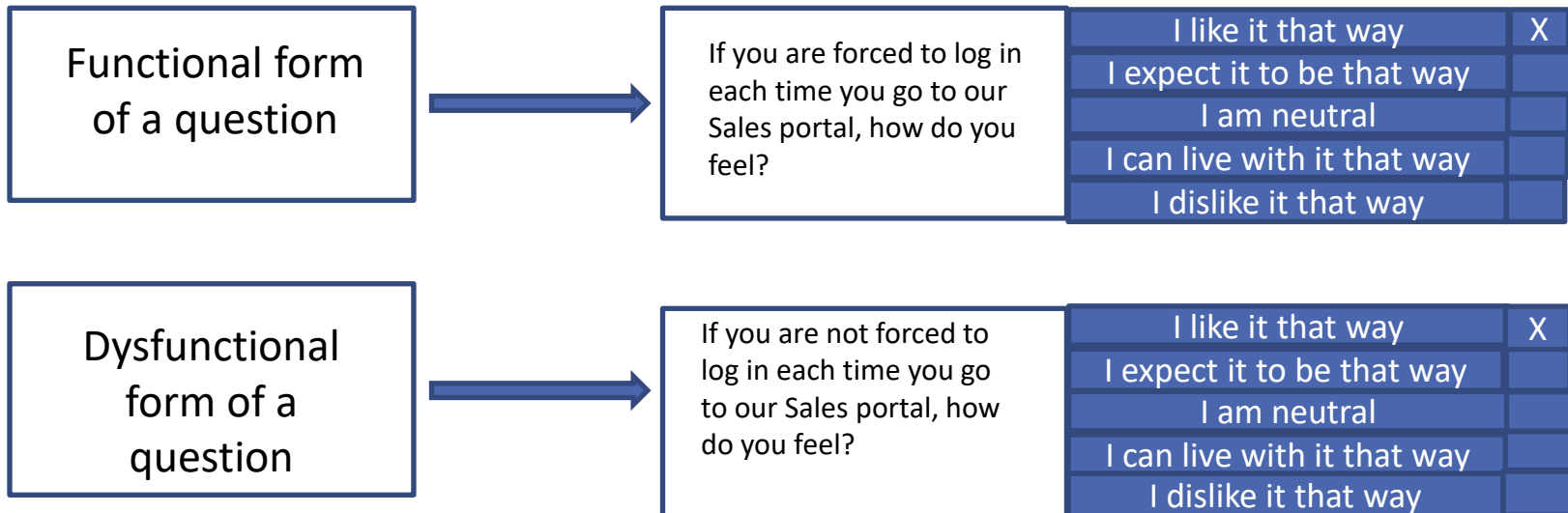
Answer Pair Key

		Dysfunctional Question				
		Like	Expect	Neutral	Live With	Dislike
Functional Question	Like	Q	E	E	E	L
	Expect	↓	I	I	I	M
	Neutral	→	R	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

KEY	
M	Mandatory
L	Linear
E	Exciter
Q	Questionable
R	Reverse
I	Indifferent

The Kano Survey

Functional and Dysfunctional Forms



The Kano Survey

Answer Pair Key

		Dysfunctional Question				
		Like	Expect	Neutral	Live With	Dislike
Functional Question	Like	Q	E	E	E	L
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

KEY	
M	Mandatory
L	Linear
E	Exciter
Q	Questionable
R	Reverse
I	Indifferent

The Kano Survey

Functional and Dysfunctional Forms

Functional form
of a question



If your word processor has the ability to integrate with your FaceBook account, how do you feel?

I like it that way	
I expect it to be that way	
I am neutral	
I can live with it that way	X
I dislike it that way	

Dysfunctional
form of a
question



If your word processor does not have the ability to integrate with your FaceBook account, how do you feel?

I like it that way	
I expect it to be that way	X
I am neutral	
I can live with it that way	
I dislike it that way	

The Backlog

Prioritizing with Kano Analysis – Answer Pair Key

		Dysfunctional Question				
		Like	Expect	Neutral	Live With	Dislike
Functional Question	Like	Q	E	E	E	L
	Expect	R	I	I	I	M
	Neutral	R	I	I	I	M
	Live With	R	I	I	I	M
	Dislike	R	R	R	R	Q

KEY	
M	Mandatory
L	Linear
E	Exciter
Q	Questionable
R	Reverse
I	Indifferent

The Kano Survey

Aggregation & Decision Making

Theme	Exciter	Linear	Mandatory	Indifferent	Questionable
Improve Reporting Performance	3	11	31	4	1
Make our site more handicap accessible	4	22	20	4	0
Automate Report Execution	9	21	14	5	1
Make our site more SEO friendly	18	6	24	2	0
Give users more activity analytics	26	4	4	15	1
Add foreign languages to our site	10	1	1	38	0

The Next Iteration's Backlog

So what do we include?

- All of the **baseline** features
 - By definition, these must be present
- Some amount of **linear** features
- But leaving room for at least a few **exciters**

Kano Analysis Summary

- We don't have to guess at what our customers want – we can use a systematic approach to find out – the power of the consensus
- Asking a binary “yes” or “no” will leave nuance on the table...we can be more effective in understanding what our customers want by using functional / dysfunctional pairs and aggregating results
- We need to group our work items into categories to know what to do next and what to focus on in the future...and what NOT to. we want bang for our buck in terms of effort vs. happiness yield
- If we only do the mandatory things, will we ever have truly **delighted** customers?