Design for Six Sigma (DFSS) Workshop

Kano Analysis
CTC Selection: Kano Analysis

- A tool used for prioritizing Customer Requirements.
- Identifies three categories of customer needs.
  - **Must Have**: Meets minimum requirements and expectations.
  - **More is Better**: Increases satisfaction by doing more.
  - **Delighter**: Meets needs that customers are not typically aware of, that may help distinguish HMC from the competition.
**Kano Model**

*Kano Model – Different Types of Needs and Requirements*

- **Product/Service Performance**
  - **Must Have’s** (Expected Quality)
    - “Cannot increase my satisfaction, but can decrease it.”
  - **Delighters** (Excited Quality)
    - “ Didn’t know I wanted it, but like it!”
  - **More is Better** (Desired Quality)
    - “More is better.”
Kano Model

The Extended Kano Model

Product/Service Performance

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Satisfaction

More is Better
(Desired Quality)

Spoken
Measurable
Range of Fulfillment

Must Have’s
(Expected Quality)

Unspoken
Taken For Granted
Basic
Spoken If Not Met

Delighters
(Excited Quality)

Time

Dissatisfaction

Unspoken
Unexpected
Unknown

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Sources

How Do You Identify Kano Requirements?

**Delighters**
- “Invent-the-Future” Focus Groups
- Customer Loyalty Programs
- Advisory Groups
- “Leading Edge” Forums
- Hidden Consumer

**Must Have’s**
- Complaint Systems
- Internal Quality Process Measures
- Lost Customer Surveys
- Attrition Analysis
- Win/Loss Reports

**More is Better**
- Customer Satisfaction Surveys
- Perceptual Surveys
- Transaction Reports
- Focus Groups
Kano Analysis Example

- Delighted
  - Printed output over 10 pages must be stapled
  - Must have additional printer available within 400 feet

- More is Better (Satisfier)
  - Must have
  - Additional printer available within 400 feet
  - Need to print 100 pages in less than 2 minutes

- Must Have (Dissatisfier)
  - Need color and b/w printing within 500 feet
  - Need no more than 10% color print outs

- Neutral
  - Printer set up must take no more than 5 minutes
  - Need printer within 50 feet

- Dissatisfied
  - Need color and b/w printing within 500 feet
  - Need no more than 10% color print outs

- Absent
  - No other person must be able to view printed output

- Presence of the Characteristic
  - Design for Six Sigma (DFSS) Workshop
Kano Analysis Steps

• For each VOC Customer Requirement, determine:
  – How the customer would feel if the need were addressed (positive)
  – How they would feel if the need were not addressed (negative)

• Classify each need as a Must Have, a More is Better, or a Delighter.

• Select 3 to 5 project CTCs based on the following criteria:
  – You must address all non-negotiable Must Haves that your process does not already deliver
  – When all Must Haves are addressed, determine how many More is Better issues you can address during each generation
  – Attempt to add or strengthen as many Delighters as possible
Summary of Kano Analysis

Kano Analysis

- Helps identify unspoken needs before prioritization
- Intended to help prioritize customer needs
- Should be linked to Multi-Generation Plan
  - Generation 1 – has to cover must Have’s
- Realization that customer expectations vary over time
- There is a survey approach to defining the different type of needs
Kano Analysis Exercise

**Kano Analysis**

• For each Project Team, brainstorm as many VOC Customer Requirements, then determine:
  – How the customer would feel if the need were addressed (positive)
  – How they would feel if the need were not addressed (negative)

• Classify each need as a Must Have, a More is Better, or a Delightier.

• Select 3 to 5 project CTCs based on the following criteria:
  – You must address all non-negotiable Must Haves that your process does not already deliver
  – When all Must Haves are addressed, determine how many More is Better issues you can address during each generation
  – Attempt to add or strengthen as many Delighters as possible
Kano Analysis Exercise

- Delighted
- Neutral
- Dissatisfied

Customer Satisfaction

Presence of the Characteristic

- Absent
- Fulfilled

More is Better (Satisfier)

Delighters!

Must Have (Dissatisfier)