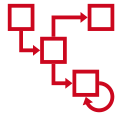# Theory

The Kano model was published by Dr. Noriaki Kano in 1984.

Items are grouped into four categories according to user satisfaction and functionality …
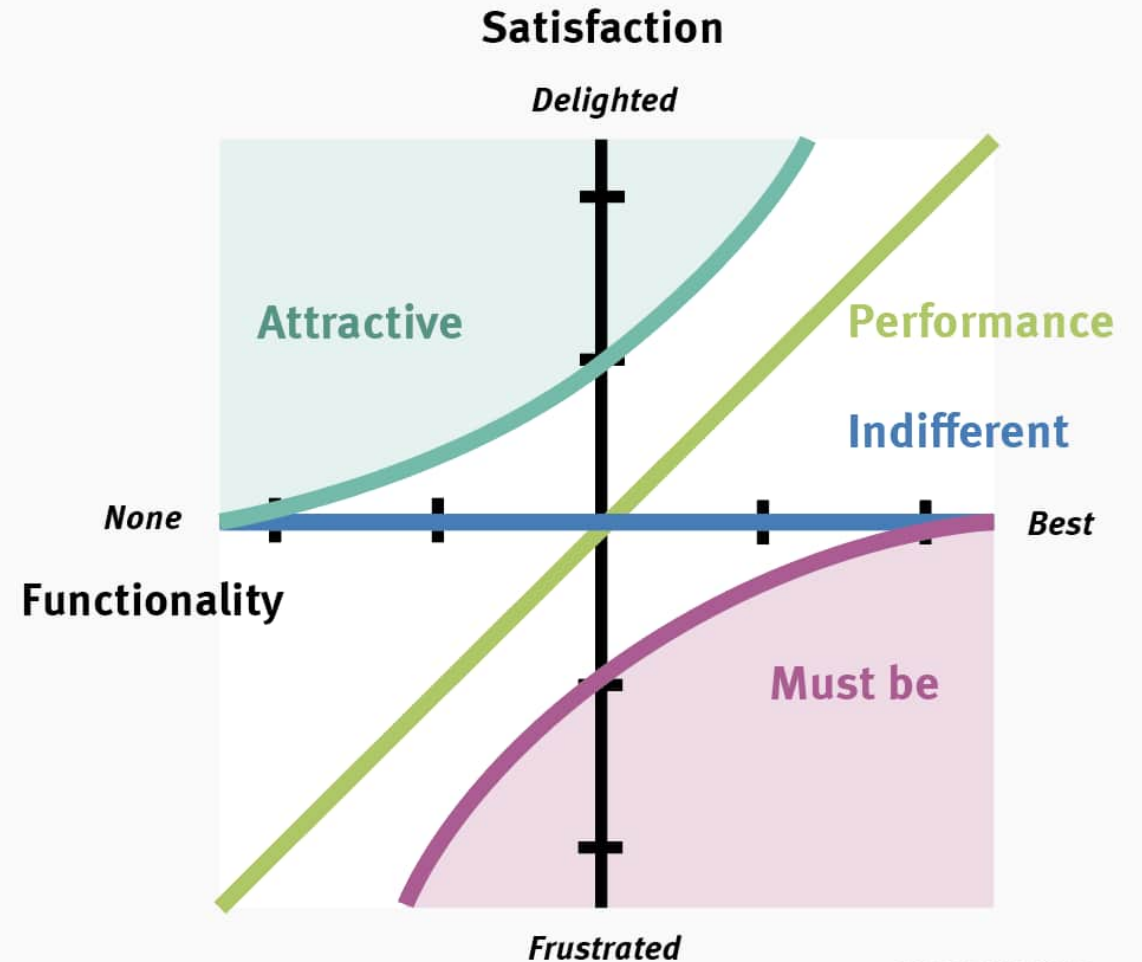
… and plotted on a 2D graph.

Might be considered «outdated» (according to some critics)

Kano Model

Satisfaction

Delighted

Attractive

Performance

Indifferent

None   **Best**

Functionality

Must be

Frustrated

Source (all slides): 5 Prioritization Methods in UX Roadmapping (nngroup.com) **NN/g**

Criteria

Functionality represents the degree to which the item can be implemented by the company.

- None (-2): the solution cannot be implemented
- Some (-1): the solution can be partly implemented
- Basic (0): the solution's primary functions can be implemented, but nothing more
- Good (1): the solution can be implemented to an acceptable degree
- Best (2): the solution can be implemented to its full potential

Customer satisfaction represents how well the item supports the user:

- Frustrated (-2): the solution causes additional hardship for the user
- Dissatisfied (-1): the solution does not meet users' expectations
- Neutral (0)
- Satisfied (1): the solution meets users' expectations
- Delighted (2): the solution exceeds users' expectations

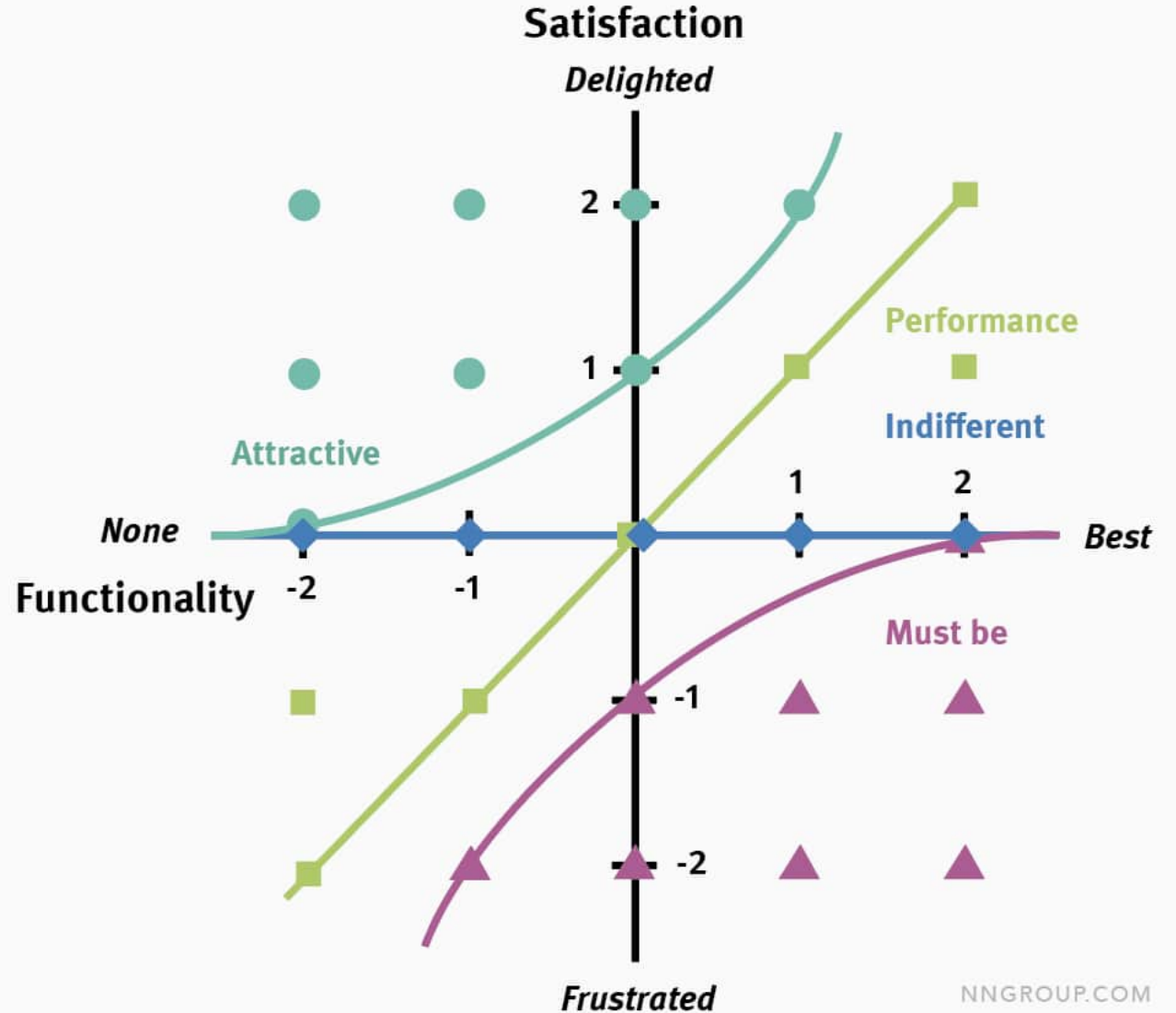Kano Model

NNGROUP.COM

NN/g
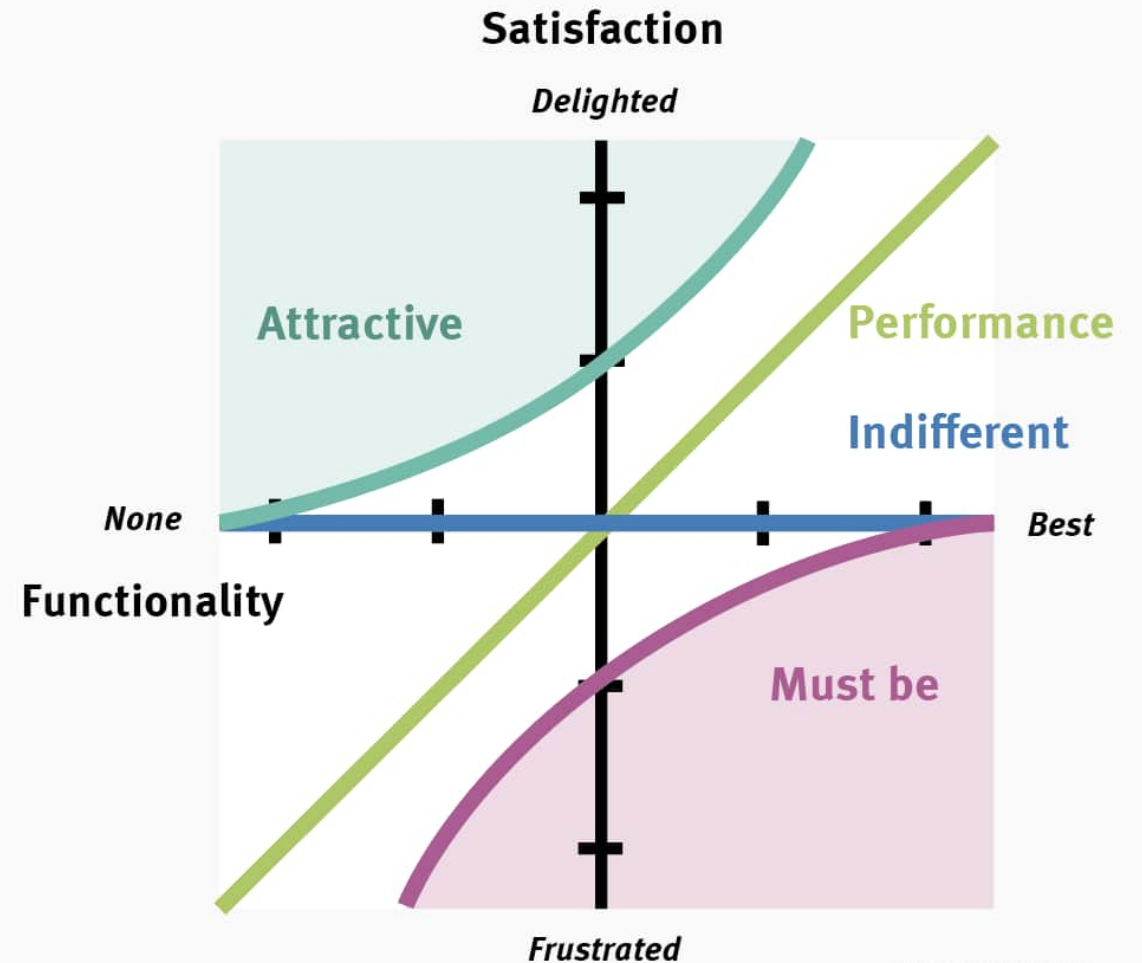
Process

Each item is first assigned a satisfaction score and a functionality score.

These scores are then used to plot items onto a 2D-graph, with the x-axis corresponding to functionality and the y-axis to satisfaction.

Example

Story 1: As a potential customer, I want to enter my personal details so that I can receive offers tailored to my person and living-situation.

Functionality: Best (2)
Satisfaction: Frustrated (-2)

Story 2: As a potential customer, I want to copy the products I have selected for myself to another person in the same offer, so that I do not need to repeat the same clicks again.
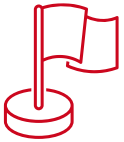
Functionality: Basic (0)
Satisfaction: Satisfied (1)
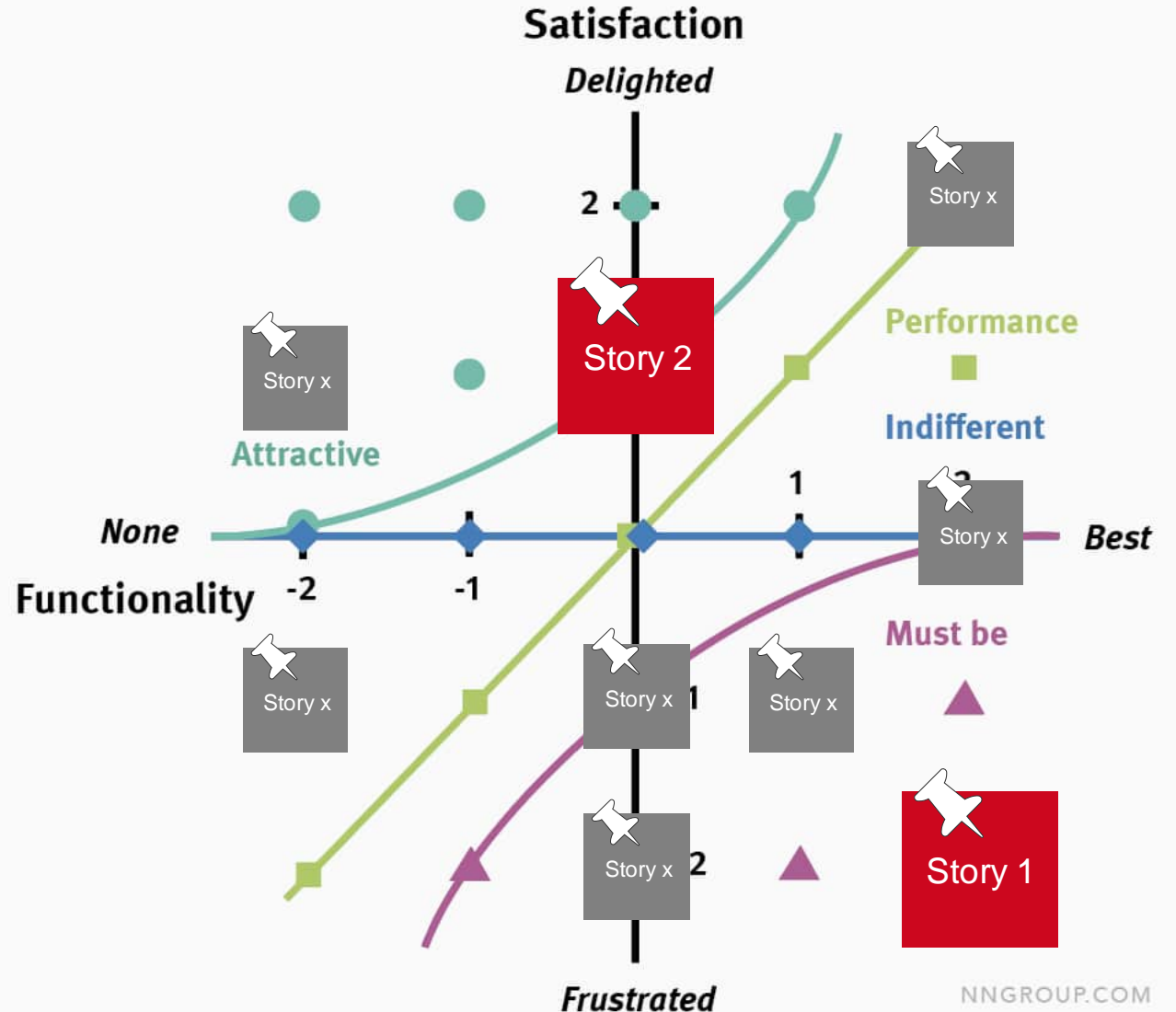
Interpretation

The **Attractive** category are items that are likely to bring a considerable increase in user delight. Your users may not even notice their absence (because they weren't expectations in the first place), but with good-enough implementation, user excitement can grow exponentially.

The **Performance** category contains items that are useful. The more you invest in items within this category, the more customer satisfaction they are likely to prompt.
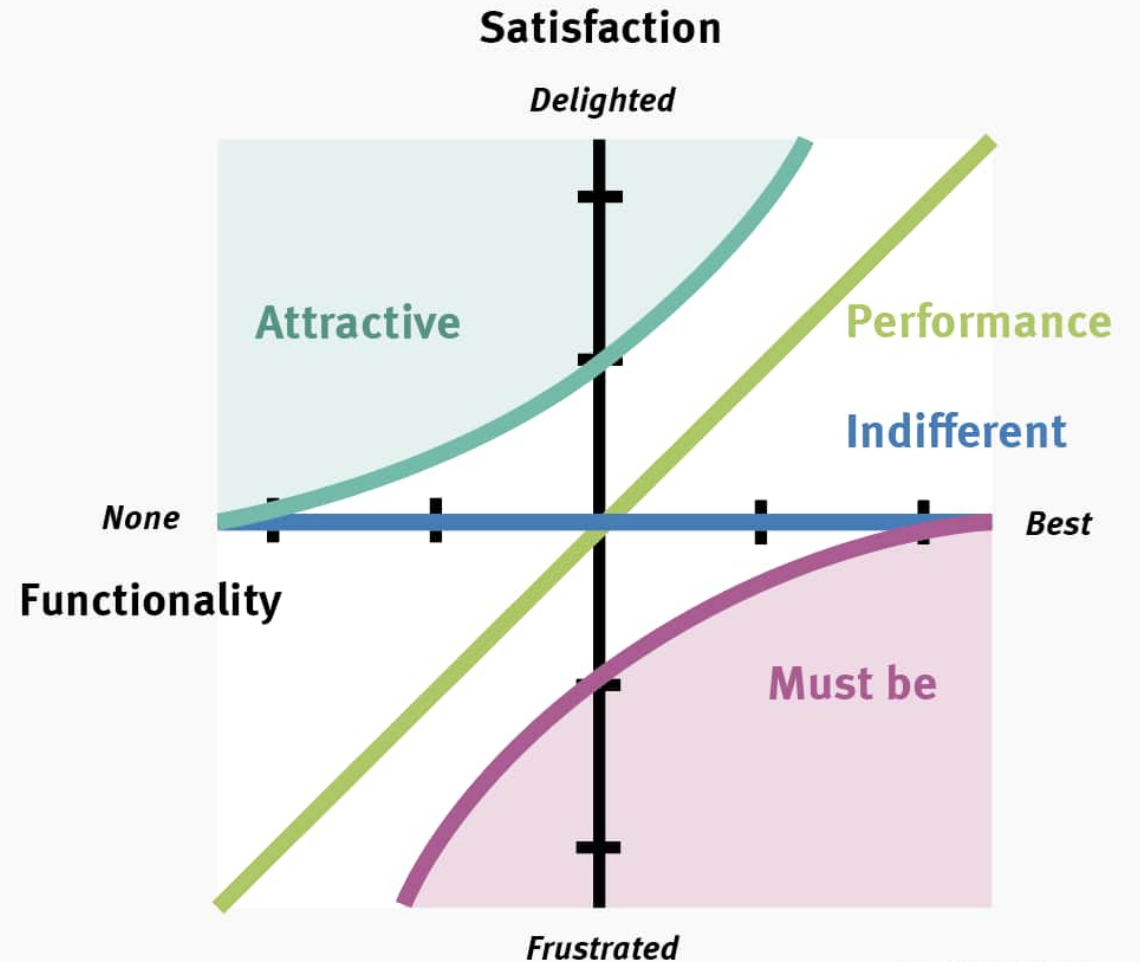
The **Indifferent** category contains items that users feel neutral towards. Regardless of the amount of investment put into these items, users won't care.

The **Must-be** category are basic items that are expected by users. Users assume these capabilities exist. They are unlikely to make customers more satisfied, but without them, customers will be disproportionately dissatisfied.

Kano Model

Satisfaction
Delighted

Attractive

Performance

Indifferent

None — Best

Functionality

Must be

Frustrated

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Critics & Personal Note

Critics on the Kano Model like …

- Empirically questionable

- High effort in determining feature categories

- Focus on features instead of your customers' jobs to be done

- Focus on the appeal of your product

- Treat the results of your survey with caution, as they are not particularly reliable (scientifically speaking).

Source: Das Kano-Modell - Erklärung, Anwendung, Beispiel und Kritik (cdi.digital)

My personal recommendation …

Don't overcomplicate things and use methods and tools pragmatically to accomplish your job-to-be-done.

No method or tool alone will consider all aspects, so combine everything that works for you.