

THE KANO MODEL

This model is a simple way to decide which features a product or service should have. The model indicates that products or services are not just about functionality but emotions and customer satisfaction as well, where “more” is not always better.

Products or services are assigned to Threshold Attributes (basics), where functions meet essential expectations, Performance Attributes (Satisfiers), where features are not needed increase enjoyment and loyalty, and Excitement Attributes (Delighters), where features boost competitive edge.

Once features are classified into the three groups and into a fourth, not relevant group, where customers don't care as these don't add value, additional steps should be taken:

1. Ensure a product or service has at least the Threshold attributes for a market, where it may be needed to eliminate performance attributes to do so.
2. Think about including excitement features into a product or service, without sacrificing performance features.
3. Include performance features that can be offered at a competitive price.

