



EPICENTRAL

A Newsletter from Epicenter Development Group
highlighting ideas that improve organizations

Welcome to Epicenter Development Group's newsletter, EPICentral. The purpose of this newsletter is to highlight fundamental ideas that have helped organizations develop and maintain great manufacturing and service operations. We hope that you find our EPICentral newsletter helpful, and we would welcome your comments on its content.

Understanding Your Customers with the Kano Analysis

As a manufacturer or service provider, companies focus on providing goods and services that best meet their customers' needs and requirements. It can sometimes be difficult, however, to know how to prioritize areas of focus. Are we overemphasizing a product feature that our clients don't value? Is there a service feature that we could add that would "delight" our customers? Are we not providing a critical feature that our clients need? This month's article focuses on the **Kano Analysis** which can be used as a structured approach to better evaluate the relative importance of your customers' requirements.

Completing a Kano Analysis:

1. Develop a List of Customer Needs and Requirements.

- List the known and presumed needs/requirements of your customers. Examples could include product appearance, order lead time, customer service level, creativeness of solutions, use of new technology, and environmental impacts.
- Information can be collected through brain-storming, interviews with clients, use of industry standards, observation of past customer behavior, and historical customer feedback (the more sources, the better).
- Consider both current and potential/future needs/requirements.

2. Collect Customer Data.

- For each identified need/requirement, ask the customer to assess the following:
 - How would you feel if the need WAS addressed?
 - How would you feel if the need WAS NOT addressed?
- The customer has four options for their response to each question:
 - I'd Like It.
 - That Feature is Expected (normally that way).
 - I Don't Care.
 - I Wouldn't Like It.
- This information can be collected using surveys, focus groups, and client interviews with current and potential customers.

		Answer to "WAS NOT" Question			
		Like	Normal	Don't Care	Don't Like
Answer to "WAS" Question	Like		Delighter	Delighter	Satisfier
	Normal				Dissatisfier
	Don't Care				Dissatisfier
	Don't Like				

3. Classify Each Need/Requirement.

- Based upon the customer feedback, classify each of the needs/requirements as either a "Dissatisfier", "Satisfier", or "Delighter".
- **"Dissatisfier"** - Expected features that the customer would be unhappy with if missing. These are basic requirements that enable your company to work within a market, and they need to be met. Note that these are sometimes unconsciously felt by the client so they may need to be identified through observation.
- **"Satisfier"** - Features that will increase or decrease a customer's satisfaction with your product or service. Examples could include ease of use, speed, and order lead time. These requirements are what allow your company to stay within a market.
- **"Delighter"** - Unexpected features that would earn you extra credit with your customers. Note that customers may not be aware of these potential features unless you tell them that they are possible.

4. Incorporate the Information into Your Product or Service Development Efforts.

- **High Priority:** Features that are "Dissatisfiers" need to be strengthened as soon as possible to reduce the risk of losing market share.
- **Medium Priority:** Features that are "Satisfiers" need to be evaluated to determine which are worth focusing upon. There is a cost associated with each feature which must be considered against its value.
- **Lower Priority:** After you have fixed the "Dissatisfiers" and determined "Satisfiers" to focus upon, consider "Delighters." These features open the doors to a long-term "world-class" organization.

Other Considerations:

- Consider that your "customer" could also be internal to your organization (another department for example). The tool is scale-able to several levels (individual, team, project, department, organization, etc.)
- Consider how a version of this tool could be revisited on a regular basis (yearly for example) when considering goals and priorities.
- Consider how information to feed this analysis could be collected on an on-going basis at the end of projects, when dealing with customers, etc.

Next Steps

If you would like more information on this topic or other similar types of tools, please contact Bill Proctor with your request at wproctor@epicentergroup.com or 216-702-0952. You can also find previous issues of EPICentral at [Newsletters](#).

Mr. Proctor also speaks on a variety of problem-solving and system design topics that can help companies significantly increase the success and profitability of their businesses. If you are interested in having Bill speak at one of your upcoming meetings/events or would like more information on any of the speaking topics, please visit [Speaker Services](#) or you can email sales@epicentergroup.com.

Epicenter Development Group is a unique consulting firm that seamlessly integrates the disciplines of Systems Engineering and Organizational Analysis & Development to create practical design solutions to your toughest challenges. It is on the cutting edge of problem-solving solutions and the creator of a unique process called GreenRoom Engineering. This process adds greater value and cost savings for clients as compared to traditional engineering methods.

William Proctor, Epicenter's founder and president, has provided services around the country to more than 100 companies consisting of a variety of organizations; and Epicenter continues to grow as a resource for firms of all sizes.

To learn more about Epicenter Development Group, visit our website:

www.epicentergroup.com

Epicenter News

Epicenter recently completed an industrial engineering project with R.E. Warner in Cleveland, OH.



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