Method

Kano model

A method that asks, for each feature, how the person would feel if it were there and if it weren't, and uses both answers to classify it by its effect on satisfaction.



In Spanish
Modelo de Kano

Origin
Kano, Seraku, Takahashi and Tsuji (1984)

Output
Features classified as basic, performance, attractive, indifferent or annoying

What it's for

Helps you decide which features are essential, which are worth improving and which can delight, instead of treating them all the same.

Key elements

Basic
If they're missing, they annoy a lot; if they're there, no one is grateful.

Performance
The better they work, the more they satisfy.

Attractive
They aren't expected, so their absence doesn't bother anyone, but their presence delights.

Indifferent or annoying
Some change nothing; others reduce satisfaction if added.

How it's done

1

Ask two questions per feature, one with it and one without it.

2

Each person answers whether they like it, expect it, don't mind, can tolerate it or dislike it.

3

Cross both answers to classify each feature.

Applications in design

When to use it

To prioritize features of a product or service based on what people say.

Avoid

Asking without explaining each feature well; people answer about what they imagine.

Don't fall for it

What people expect changes over time: repeat the study now and then.

Connections

Builds on

- Design hierarchy of needs

Used by

- Product design

Related to

- Survey
- Value Proposition Canvas
- MoSCoW method

Authors and works

1984	**Noriaki Kano, Nobuhiku Seraku, Fumio Takahashi and Shinichi Tsuji**	They published, in Japanese, the theory of attractive quality and must-be quality, and the two-question questionnaire.
2008	**Martin Löfgren and Lars Witell**	They reviewed two decades of use of the model and how it was applied and adapted.

Sources

Original sources

- Kano, N., Seraku, N., Takahashi, F., & Tsuji, S. (1984). Attractive quality and must-be quality [en japonés]. Journal of the Japanese Society for Quality Control (Hinshitsu), 14(2), 39–48.

Academic reviews

- Löfgren, M., & Witell, L. (2008). Two decades of using Kano's theory of attractive quality: A literature review. Quality Management Journal, 15(1), 59–75.

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