

## Kano Model

<u>COMPLAINT</u>	<u>POSSIBLE FUNCTION TO TEST</u>		
<ul style="list-style-type: none"> <li>Does not crush ice well</li> <li>Leaks through bottom of jar</li> <li>Noisy while in operation</li> <li>Leaks through jar lid</li> <li>Difficult to get contents out from the bottom of the jar</li> </ul>	<ul style="list-style-type: none"> <li>Crush ice efficiently</li> <li>Tight seal between jar and threaded bottom</li> <li>Operate (relatively) silently</li> <li>Tight seal between jar and lid</li> <li>Better clearance between inner walls of jar and blade</li> </ul>		
<u>QUESTION</u>		<u>RESPONSE</u>	
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender could crush ice efficiently?</li> <li>How would you feel if the Oster 12-Speed blender could not crush ice well?</li> </ul>		<ul style="list-style-type: none"> <li>Normal</li> <li>Dislike</li> </ul>	(A)
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender had a tight seal at the bottom and did not leak?</li> <li>How would you feel if the Oster 12-Speed blender leaked through the bottom seal?</li> </ul>		<ul style="list-style-type: none"> <li>Normal</li> <li>Dislike</li> </ul>	(B)
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender operated silently?</li> <li>How would you feel if the Oster 12-Speed blender was noisy during operation?</li> </ul>		<ul style="list-style-type: none"> <li>Like</li> <li>Normal</li> </ul>	(C)
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender had a tight seal between the jar and lid?</li> <li>How would you feel if the Oster 12-Speed blender leaked through the lid?</li> </ul>		<ul style="list-style-type: none"> <li>Like</li> <li>Dislike</li> </ul>	(D)
<ul style="list-style-type: none"> <li>How would you feel if it was difficult to get contents out of the bottom of the Oster 12-Speed blender jar?</li> <li>How would you feel if it was easy to get content out of the bottom of the Oster 12-Speed blender jar?</li> </ul>		<ul style="list-style-type: none"> <li>Normal</li> <li>Dislike</li> </ul>	(E)

<u>COMPLAINT</u>	<u>POSSIBLE FUNCTION TO TEST</u>		
<ul style="list-style-type: none"> <li>Takes too long to blend contents</li> <li>Does not reduce lumps well</li> <li>Has redundant operating speeds</li> <li>Jar is heavy and awkward</li> <li>Unstable - requires user to hold lid down</li> <li>Poor alignment between motor coupling and blade</li> </ul>	<ul style="list-style-type: none"> <li>Blends contents in 30 seconds</li> <li>Reduces lumps well</li> <li>Minimize the number of speeds</li> <li>Jar is light and ergonomically correct</li> <li>Good stability, secure lid</li> <li>Good alignment between blender coupling and blade</li> </ul>		
<u>QUESTION</u>		<u>RESPONSE</u>	
<ul style="list-style-type: none"> <li>How would you feel if it took the Oster 12-Speed blender 30 seconds to blend contents?</li> <li>How would you feel if it took the Oster 12-Speed blender 3 minutes to blend contents?</li> </ul>		<ul style="list-style-type: none"> <li>Like</li> <li>Dislike</li> </ul>	(F)
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender reduced lumps well?</li> <li>How would you feel if the Oster 12-Speed blender did not reduce lumps well?</li> </ul>		<ul style="list-style-type: none"> <li>Normal</li> <li>Dislike</li> </ul>	(G)
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender had 12 operating speeds?</li> <li>How would you feel if the Oster 12-Speed blender had 3 operating speeds?</li> </ul>		<ul style="list-style-type: none"> <li>Don't care</li> <li>Don't care</li> </ul>	(H)
<ul style="list-style-type: none"> <li>How would you feel if the glass jar of the Oster 12-Speed blender weighed 2 lbs?</li> <li>How would you feel if the glass jar of the Oster 12-Speed blender weighed 3.5 lbs?</li> </ul>		<ul style="list-style-type: none"> <li>Like</li> <li>Normal</li> </ul>	(I)
<ul style="list-style-type: none"> <li>How would you feel if the Oster 12-Speed blender was stable and did not require you to hold the lid down during operation?</li> <li>How would you feel if the Oster 12-Speed blender was unstable and required you to hold the lid down during operation?</li> </ul>		<ul style="list-style-type: none"> <li>Like</li> <li>Normal</li> </ul>	(J)
<ul style="list-style-type: none"> <li>How would you feel if the motor coupling and blade of the Oster 12-Speed blender self-aligned?</li> <li>How would you feel if the motor coupling and blade of the Oster 12-Speed blender did not align well?</li> </ul>		<ul style="list-style-type: none"> <li>Normal</li> <li>Dislike</li> </ul>	(K)

**COMPLAINT**

- Poor aesthetics
- Illegible scale on jar
- No variety in housing and base appearance
- Must disassemble before placing in dishwasher
- Self-cleaning option creates more mess

**POSSIBLE FUNCTION TO TEST**

- Aesthetically pleasing
- Legible scale on jar
- Variety of appearance for housing and base
- Complete jar assembly dishwasher safe
- Self-cleaning option does not contribute to leakage issue

**QUESTION**

<b><u>QUESTION</u></b>	<b><u>RESPONSE</u></b>
• How would you feel if the Oster 12-Speed blender was aesthetically pleasing?	• Like (L)
• How would you feel if the Oster 12-Speed blender was not aesthetically pleasing?	• Dislike
• How would you feel if the scale on the jar of the Oster 12-Speed blender was legible?	• Like (M)
• How would you feel if the scale on the jar of the Oster 12-Speed blender was illegible?	• Normal
• How would you feel if the housing and base of the Oster 12-Speed blender came in a variety of colors and textures?	• Like (N)
• How would you feel if the housing and base of the Oster 12-Speed blender only came in one color?	• Normal
• How would you feel you had to disassemble the jar assembly of the Oster 12-Speed blender before putting it in the dishwasher?	• Normal (O)
• How would you feel if you did not have to disassemble the jar assembly of the Oster 12-Speed blender before putting in the dishwasher?	• Like
• How would you feel if the self-cleaning feature of the Oster 12-Speed blender worked efficiently?	• Like (P)
• How would you feel if the self-cleaning feature of the Oster 12-Speed blender caused more mess?	• Normal

***Sorting Needs with Kano Model***

The questions and answers were then sorted using the matrix below to determine which features were candidates for removal, which features added to customer value, and which features were ‘delightful’ features.

Table 1: Kano Model Matrix

		<b>Negative Question Answers</b>			
		Like	Normal	Don't Care	Don't Like
Positive Question Answers	Like		(C), (I), (J), (M), (N), (P) Delightful		(E), (F), (L) Normal
	Normal	(O) Remove, Irritate			(A), (B), (D), (G), (K) Expected
	Don't Care			(H) Candidate for Removal	
	Don't Like				