CUSTOMER NEEDS: KANO MODEL

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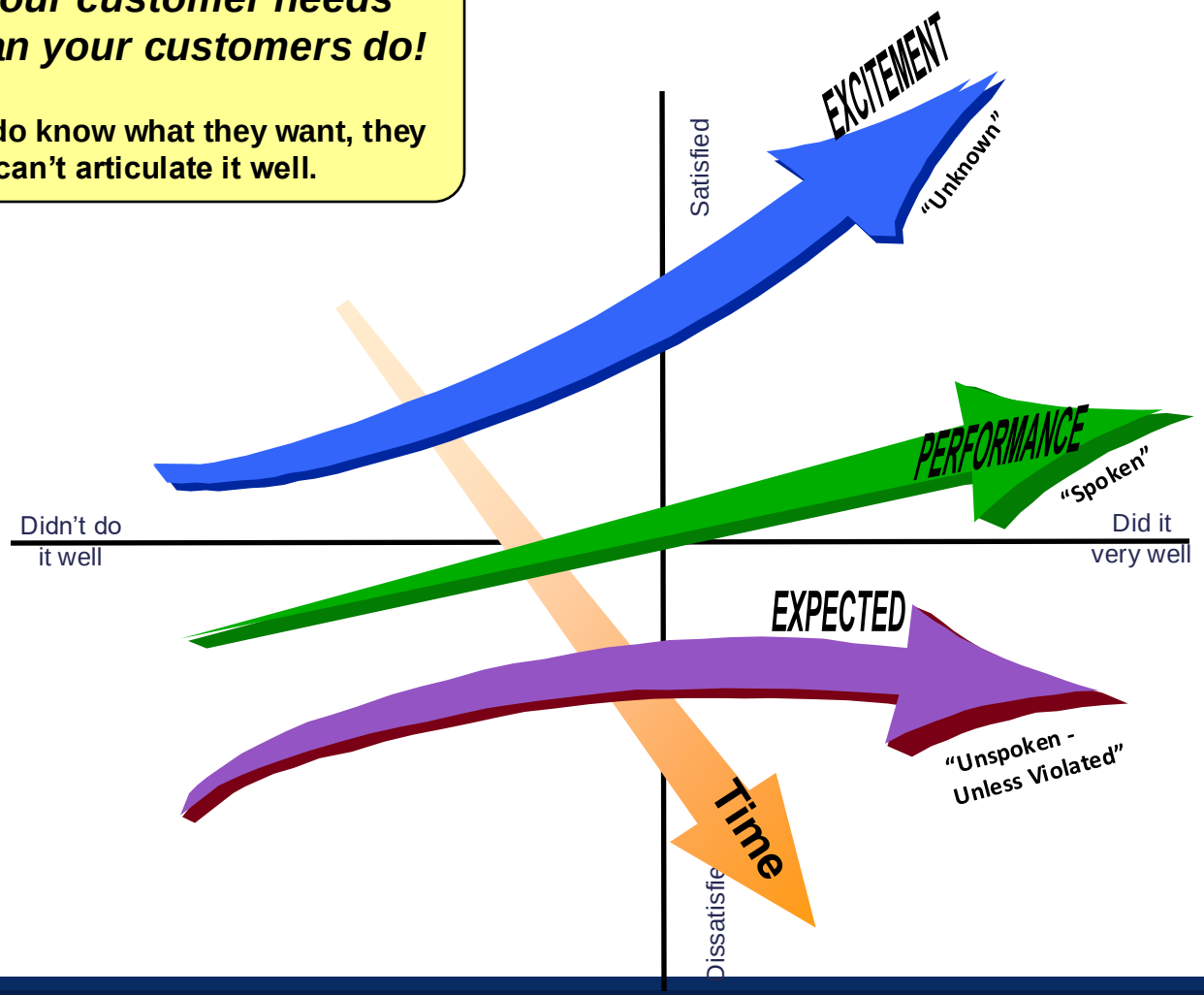
Know your customer needs better than your customers do!

Customers do know what they want, they just can't articulate it well.



Excitement Needs

Description:
- Hidden needs
- Leap improvements
- Thoughtful engg
- Innovations

Strategies:
- Future trends
- "Painstorming"
- Expand scope
- Weird uses
- Involve "outsiders"
- Conjoint analysis

"Customers don't ask for it but when they see it, they want it"

Performance Needs

Description:
- Requirements
- Wants/ Needs
- Characteristics
- Conscious

Strategies:
- Market research
- Focus groups
- Contextual analysis
- Interviews
- Value
- Clinics

"Customers specifically ask for these features"

Basic Needs

Description:
- Assumptions
- Givens
- Qualities
- Functions

Strategies:
- Prior experience
- Complaints
- Industry Standards
- Competition
- Price
- Surveys

"Customers expect these in the product/ service"

PROGRAM STRUCTURE

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Sweet Fruits

Innovation

- Advanced Six Sigma (DMAIC/ DMADV/ DFSS)
- Process re-engineering
- Advanced statistical tools
- Process Simulation
- Digital transformation

Low Hanging Fruits

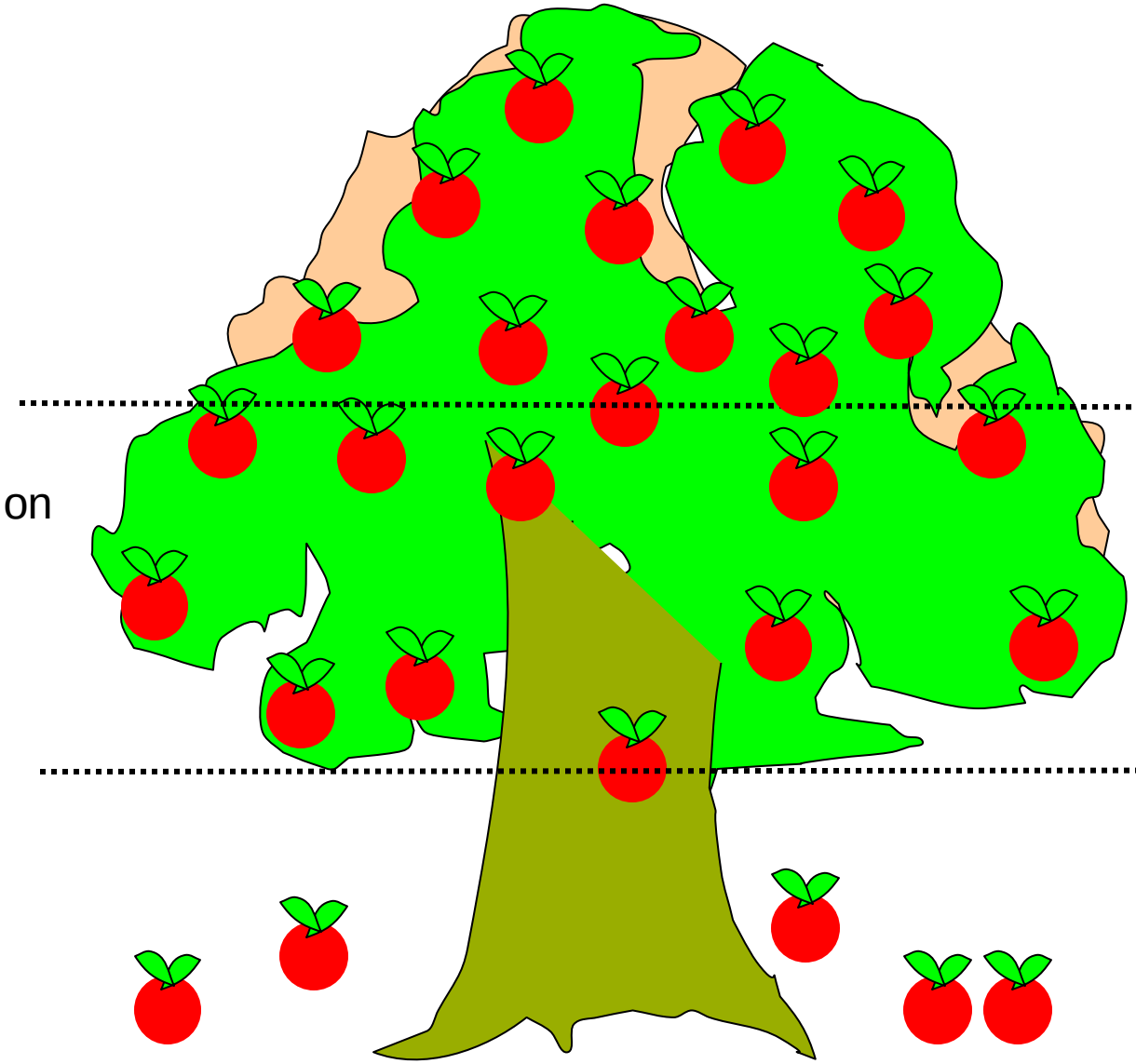
Data driven action - Optimization

- Lean approach/ Design thinking
- Continuous improvement
- Basic statistical tools
- Process Mapping (Automation)
- Six Sigma (DMAIC)

Ground Fruits

Common sense driven

- Kaizen/ Kanban/ 5S/ Quality circle



- **BLACK BELTS**
- 5 days training
- Full time – 3 yrs
- Degree/ 10 yr + exp
- Fast track
- Future leaders

- **GREEN BELTS**
- 3 days training
- Part time
- Degree/ 5 yr + exp
- Part time (25%)

- **YELLOW BELTS**
- 1 day training
- Part time
- HSC/ Diploma/ 2 yr + exp
- Part time (10%)

DATA DRIVEN PROCESS – An illustration

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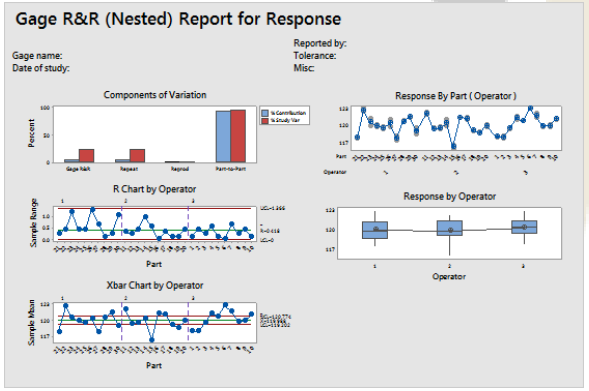
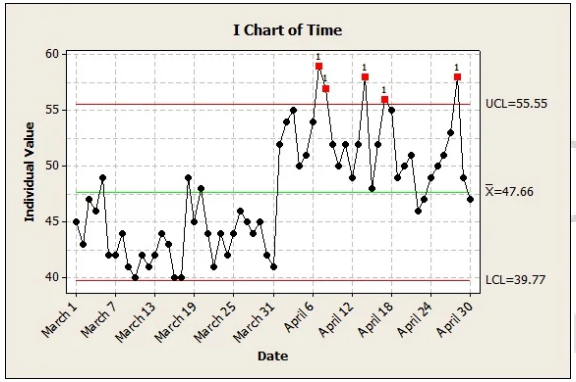
BUSINESS PROBLEM

My process is unable to provide the expected results.

STATISTICAL PROBLEM

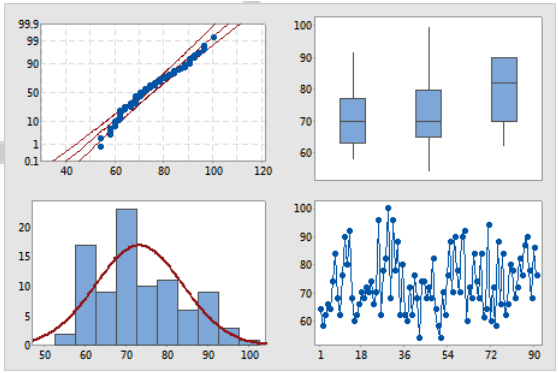
- Process Capability charts
- Statistical control charts
- Measurement System analysis
- Design of Experiments

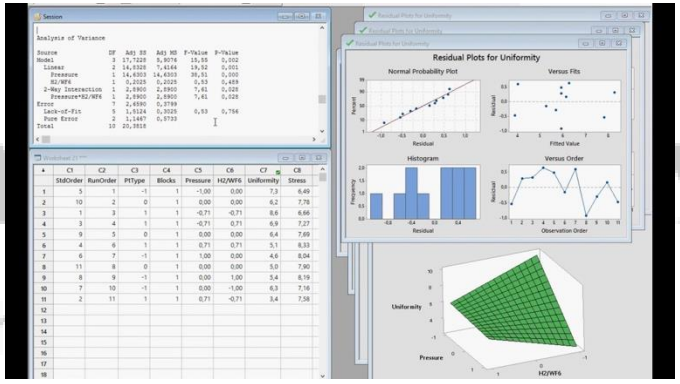




STATISTICAL SOLUTION

- C_pk values are high
- Trend analysis of control charts
- Gage R&R analysis
- Regression analysis in DOE





BUSINESS SOLUTION

- Current measurement system is inconsistent
- Control chart shows that there are uncertainties in the process
- We need to look at process re-engineering over process improvement
- Once the uncertainties are fixed, we can set the parameters at certain settings to get consistent expected results

ROADMAP

PHASE 03 (One year)

- Organizational ADAPTATION
- Additional 25% of staff are trained
- 1% bottom line improvement

PHASE 02 (One year)

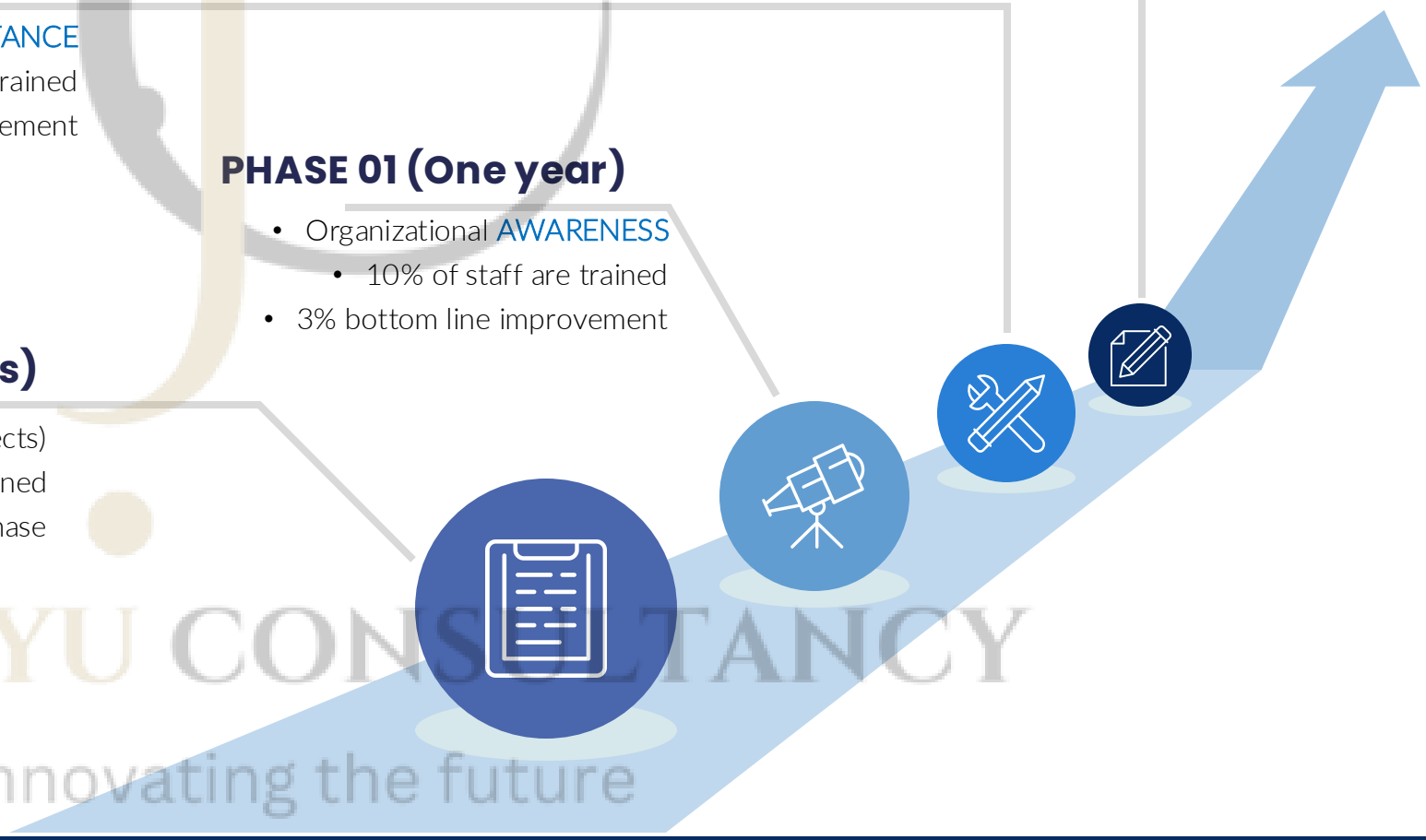
- Organizational ACCEPTANCE
- Additional 15% of staff are trained
- 2% bottom line improvement

PHASE 01 (One year)

- Organizational AWARENESS
- 10% of staff are trained
- 3% bottom line improvement

Pilot PHASE (6 months)

- Creating success stories (Pilot projects)
- Initial team are trained
- Brand launch at the end of the Phase



Champions profile

YELLOW BELT

- Attends **1 day workshop**
- **Certificate** of partificipation awarded
- **Max 25** participants per workshop
- **Basic awareness** of tools & techniques
- Team members of **Green belt and Kaizen projects**
- **HSC/ Diploma** holders with min 5 years of industry experience
- **Part time** role (less than **25% involvement**)

GREEN BELT

- Attends **3 days workshop**
- **Merit Certificate** awarded at the end
- **Max 15** participants per workshop
- **Awareness** of tools & techniques with hands on experience
- Team members of **Black belt projects**
- Lead **Green belt projects**
- **Degree** holders with min 3 years of industry experience
- **Part time** role (less than **50% involvement**)

BLACK BELT

- Attends **5 days workshop**
- **Merit Certificate** awarded at the end
- **Max 5** participants per workshop
- **Champions** of tools & techniques with real time projects experience
- Lead **Black belt projects**
- **Degree** holders with min 5 years of industry experience
- **Full time** role
- Goes back to **functional leadership role** after 3 years of BB role