Build a Winning UX Strategy from the Kano Model

Jared M. Spool (@jmspool)

October 25, 2012
UIEVS.com

User Interface Engineering

CONSUMED

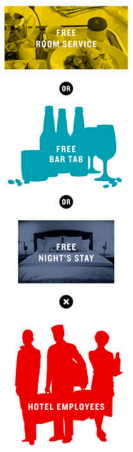
Hyatt's Random Acts of Generosity

By ROB WALKER
Published: June 17, 2009

TWITTER
LINKEDIN
SIGN IN TO E-MAIL
PRINT
SHARE

THE SESSIONS NOW PLAYING

In the days ahead, managers and employees of the Hyatt hotel chain will be doing favors for some of their customers. Maybe they always did them, but these favors will be different: they will be what Hyatt Hotels' C.E.O., Mark Hoplamazian, has called "random acts of generosity," like unexpectedly picking up the tab for your hotel-bar drinks or hotel-spa massage. "Random" seems slightly off as a description, in that Hoplamazian announced this pending outburst of hospitality, and the months of consumer research that preceded it, in a guest post on a USA Today business-travel blog. But the idea is that the unexpected nature of the gifts will leave the customer not just pleased but also grateful. Gratitude is a powerful, and potentially quite profitable, emotion to inspire.



A coming paper in the Journal of Marketing addresses that very subject. Building on past research on the role of gratitude in human relationships, it argues that a customer who is made to feel grateful most likely becomes enduringly loyal as a result. Gratitude, as the paper bluntly puts it, can "increase purchase intentions, sales growth and share of wallet." Robert Palmatier, an associate professor of marketing at the University of Washington and an author of the paper, says that making a customer feel truly grateful toward a business is harder than it might sound. And the hard-wired feelings of reciprocity that can trigger gratitude can just as easily trigger the sense that you're being treated unfairly.

The most familiar form of "relationship marketing" (that subset of selling tactics that revolve around maintaining repeat business from regular customers) is probably the so-called loyalty program. Frequent-flier miles, for instance. Hyatt, like many big hotel chains, already has such a program: Hyatt Gold Passport members who rack up enough "points" by staying at its properties can get a free night in a hotel. Nobody feels gratitude in this setup; in fact, points and miles are invariably referred to as something you earn.

While Palmatier says there has been a lot of research on the psychology of gratitude in the past five or six years, he points to an older study that's now considered a classic. Participants waiting for an experiment to begin were

New York Times

© Copyright 2012, User Interface Engineering. All Rights Reserved.

HYATT

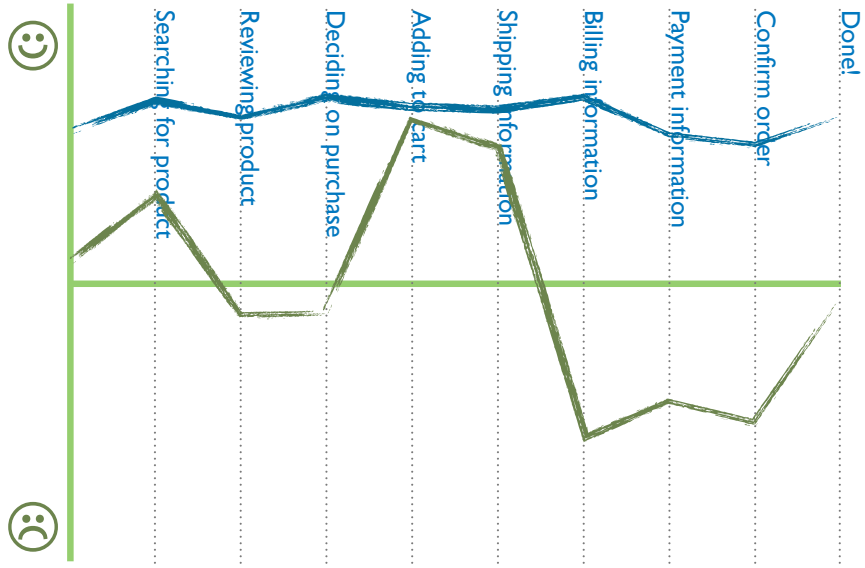
Delighters

- Free room service
- Free bar tab
- Free hotel-spa massage
- Free room upgrade

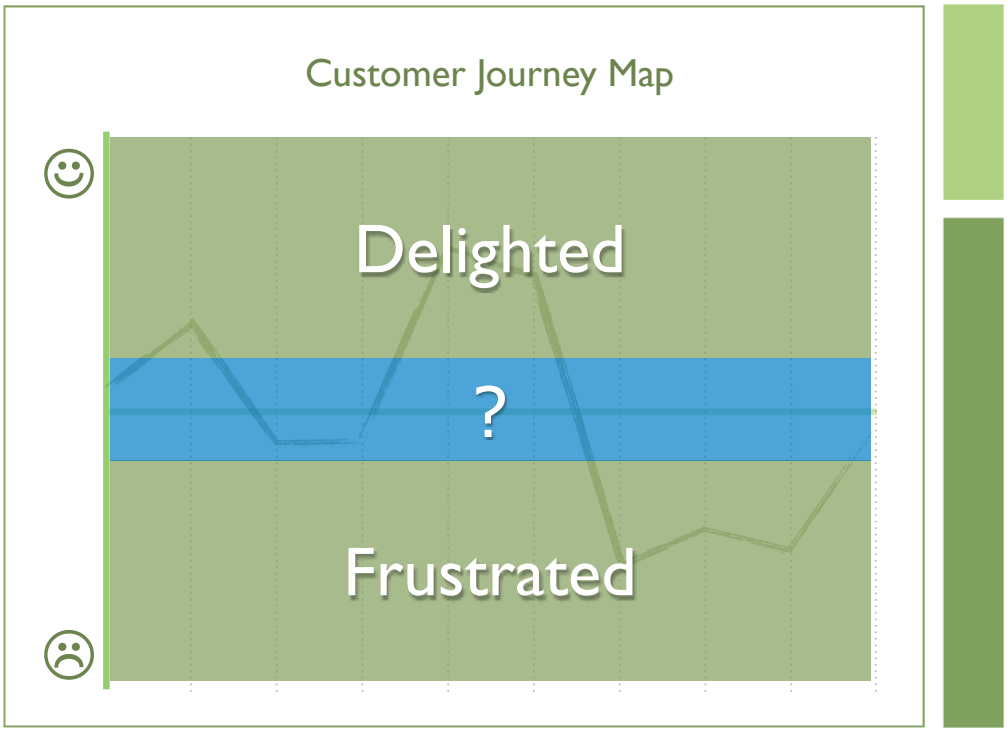
Frustrations

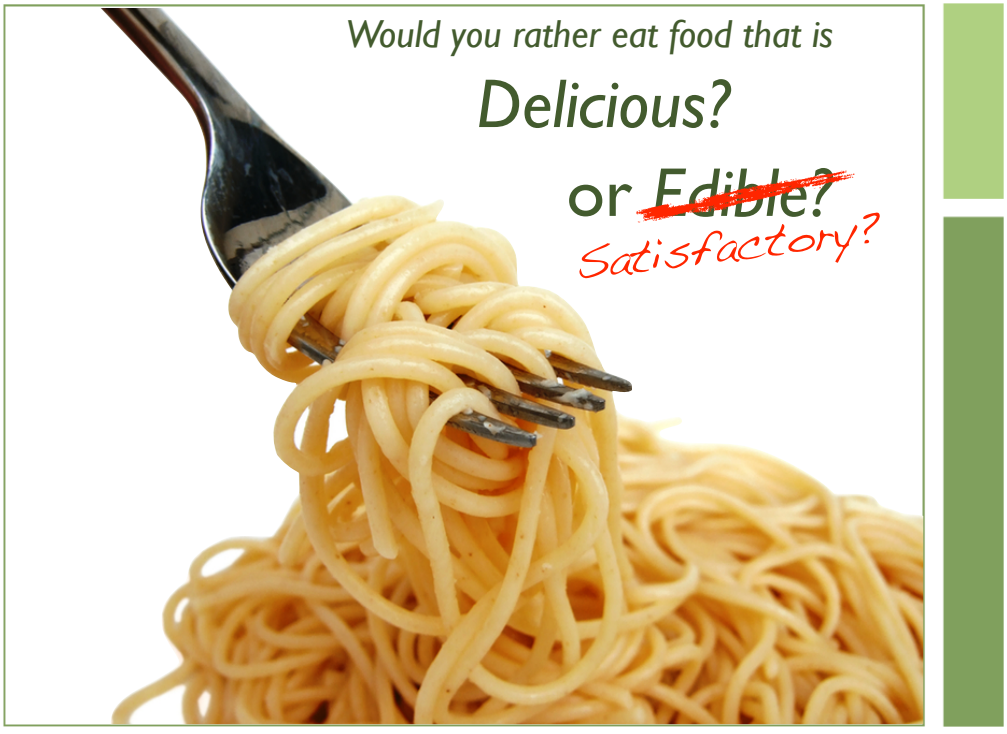
- Broken A/C
- No shower hot water
- Sloppy room service
- Rude service
- Slow elevators
- Still-frozen pies
- Broken glass in public spaces

Customer Journey Map



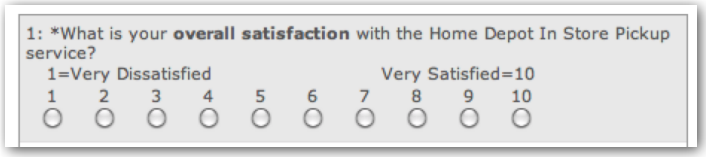
© Copyright 2012, User Interface Engineering. All Rights Reserved.





© Copyright 2012, User Interface Engineering. All Rights Reserved.

What Does *Satisfied* Mean?

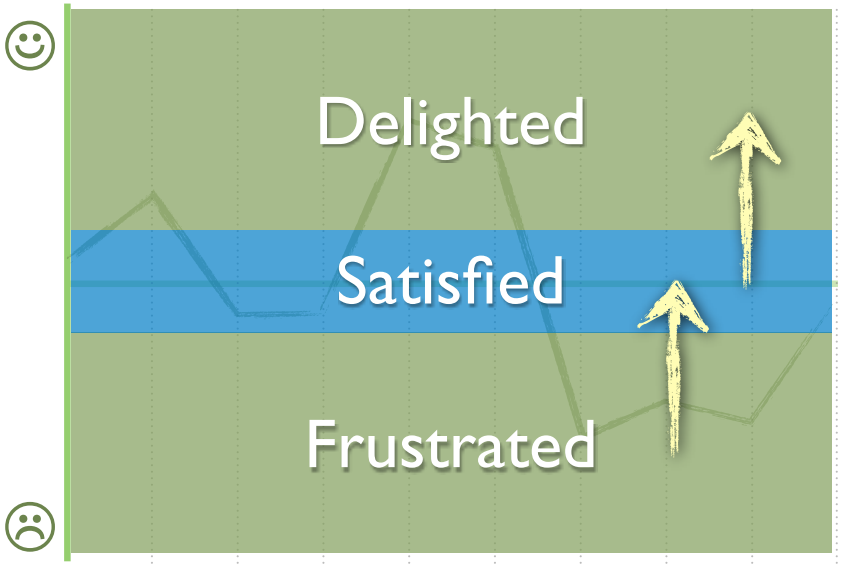


Does "Very Satisified" mean

Very Delicious?

or *Very Edible?*

Customer Journey Map



© Copyright 2012, User Interface Engineering. All Rights Reserved.

UX Strategy:

Move our users from frustrated to delighted.

Building A Winning UX Strategy

What do you need to build?

How do you best allocate limited resources?

What can you say "no" to?

How do you tell if you've done a good job?

What makes you different from your competitors?

Where should you innovate?

How much should this cost?

© Copyright 2012, User Interface Engineering. All Rights Reserved.

HYATT

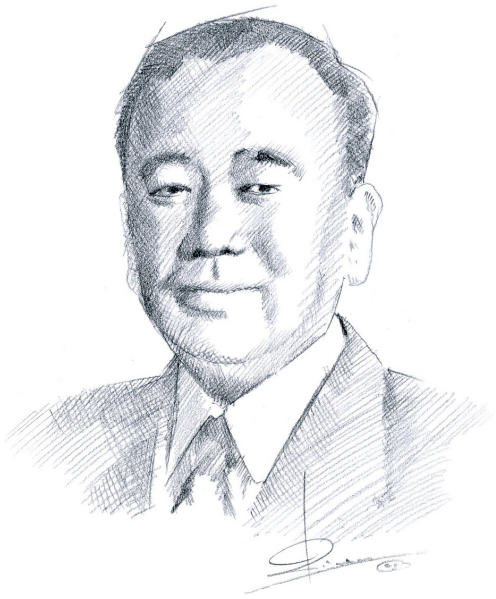
Delighters

- Free room service
- Free bar tab
- Free hotel-spa massage
- Free room upgrade

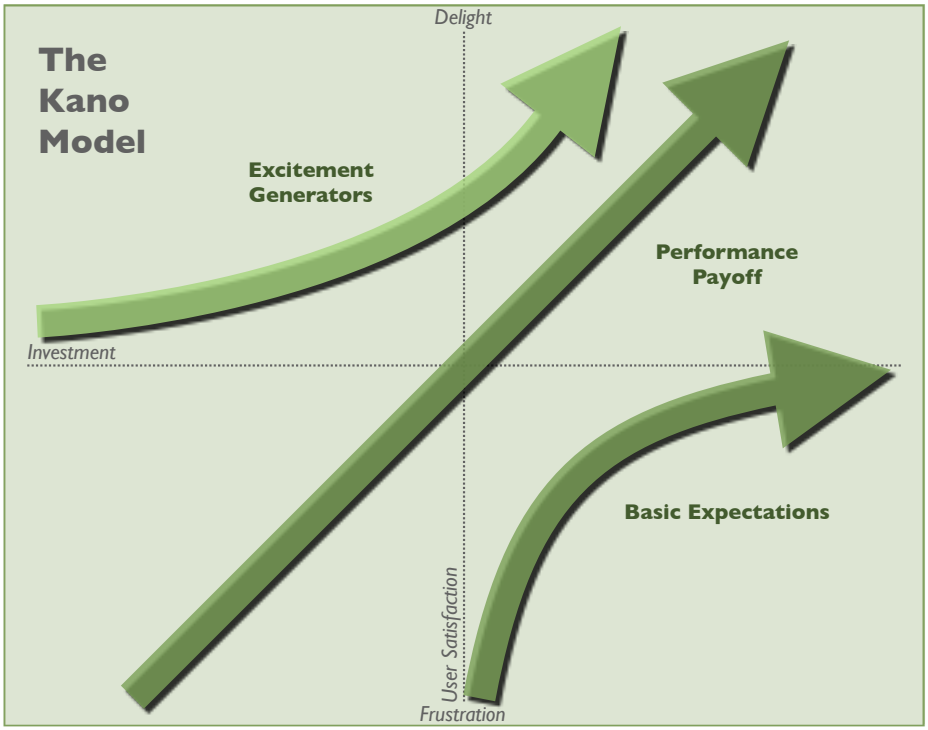
Frustrations

- Broken A/C
- No shower hot water
- Sloppy room service
- Rude service
- Slow elevators
- Still-frozen pies
- Broken glass in public spaces

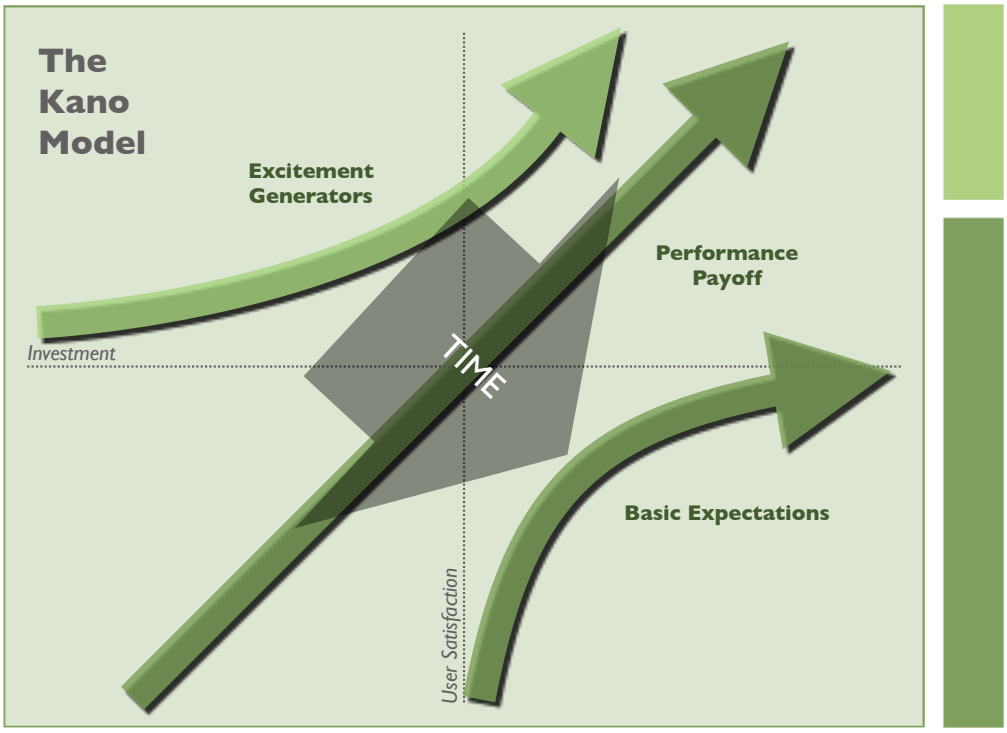
© Copyright 2012, User Interface Engineering. All Rights Reserved.

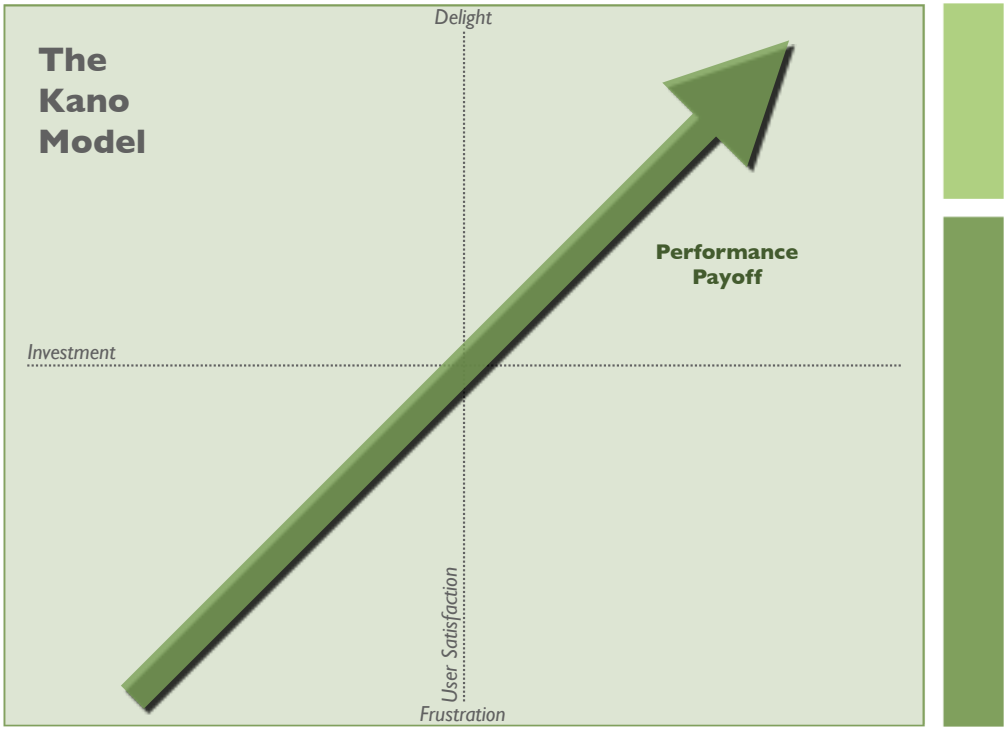


Noriako Kano

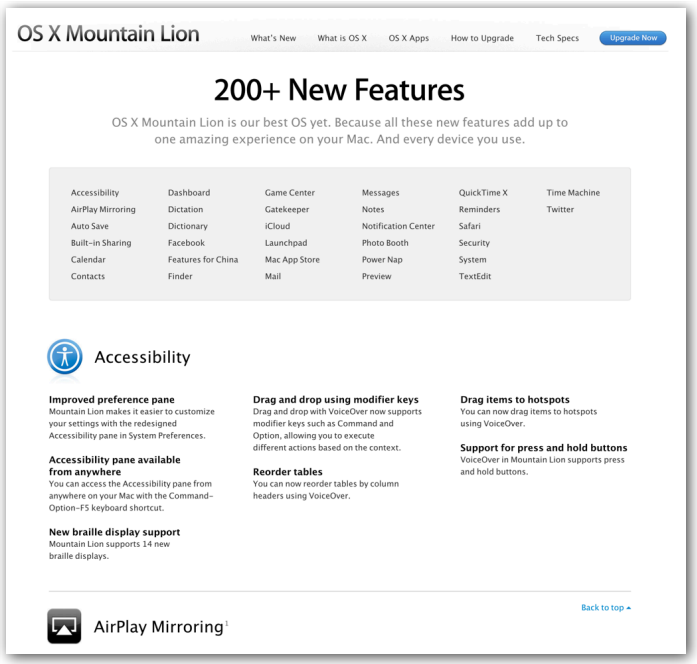


© Copyright 2012, User Interface Engineering. All Rights Reserved.

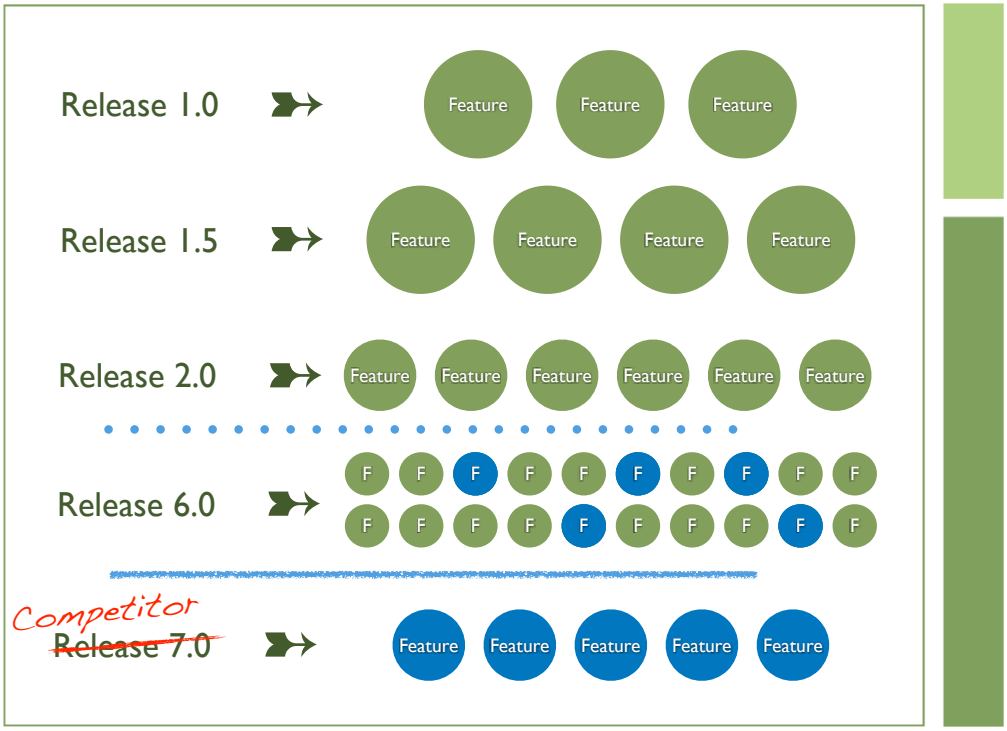




© Copyright 2012, User Interface Engineering. All Rights Reserved.



Apple.com



© Copyright 2012, User Interface Engineering. All Rights Reserved.

Experience Rot

Features Complexity Experience

Start With No

Make features work hard to be implemented
The secret to building half a product instead of a half-ass product is saying no.

Each time you say yes to a feature, you're adopting a child. You have to take your baby through a whole chain of events (e.g. design, implementation, testing, etc.). And once that feature's out there, you're stuck with it. Just try to take a released feature away from customers and see how pissed off they get.

Don't be a yes-man
Make each feature work hard to be implemented. Make each feature prove itself and show that it's a survivor. It's like "Fight Club." You should only consider features if they're willing to stand on the porch for three days waiting to be let in.

That's why you start with no. Every new feature request that comes to us — or from us — meets a no. We listen but don't act. The initial response is "not now." If a request for a feature keeps coming back, that's when we know it's time to take a deeper look. Then, and only then, do we start considering the feature for real.

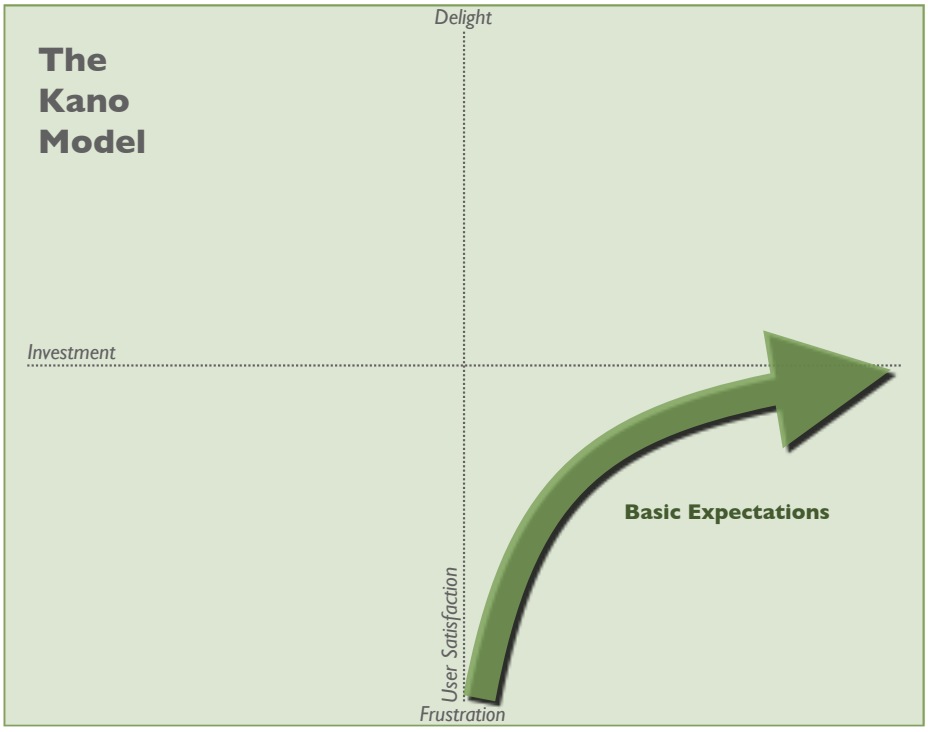
And what do you say to people who complain when you won't adopt their feature idea? Remind them why they like the app in the first place. "You like it because we say no. You like it because it doesn't do 100 other things. You like it because it doesn't try to please everyone all the time."

37Signals - Getting Real

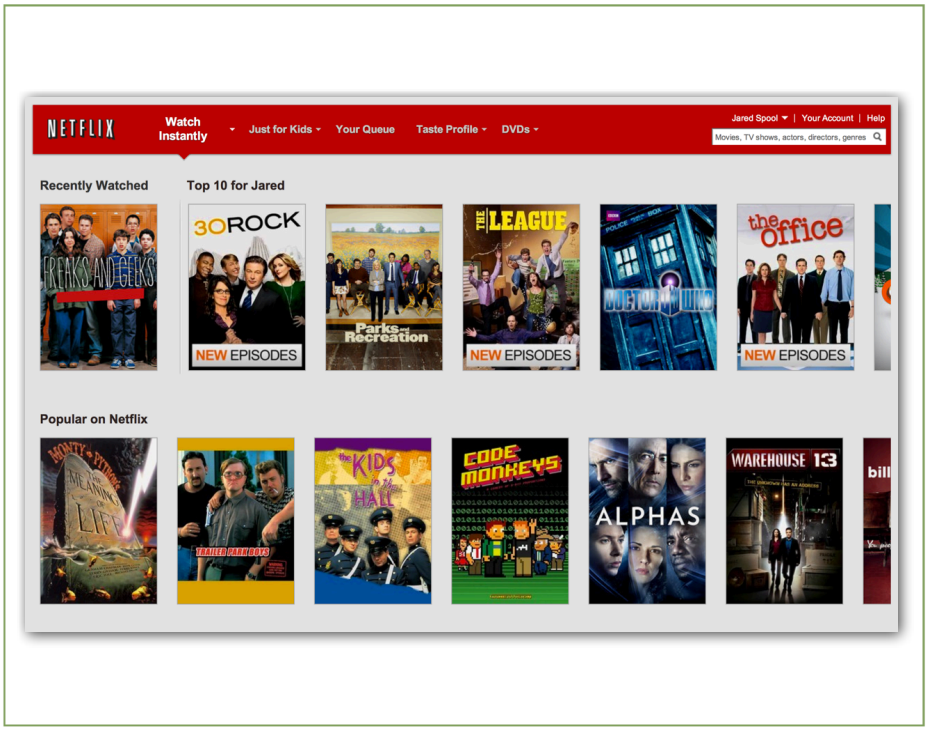
© Copyright 2012, User Interface Engineering. All Rights Reserved.

UX Strategy: Performance Payoff

- Carefully curate features to match the experience vision
- Prune out experience rot with each release
- Just because you can doesn't mean you should



© Copyright 2012, User Interface Engineering. All Rights Reserved.



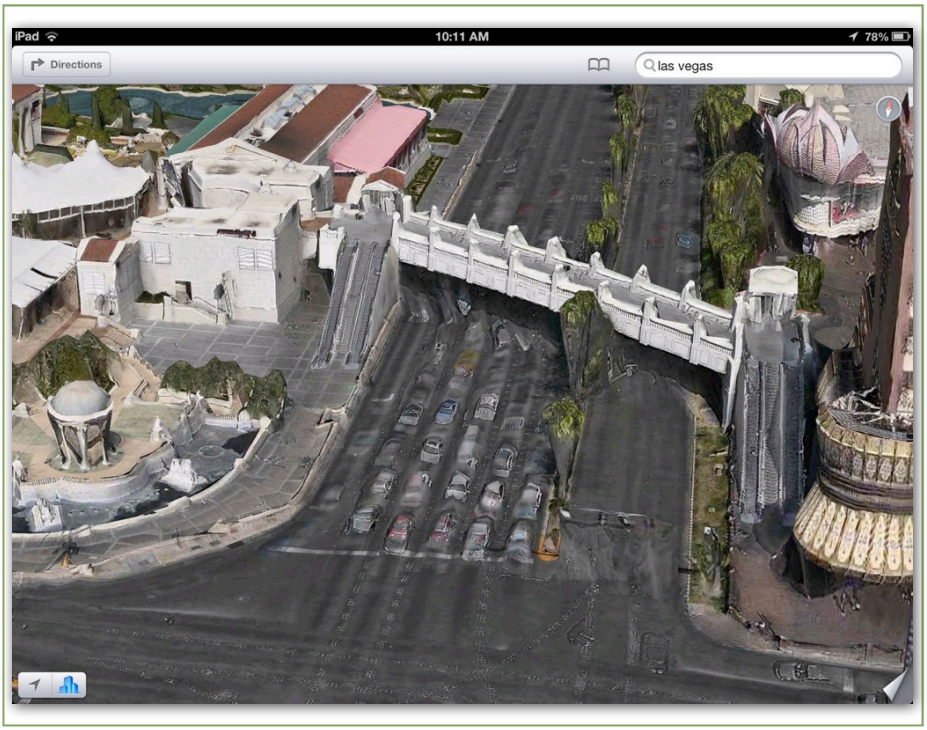
Netflix

© Copyright 2012, User Interface Engineering. All Rights Reserved.

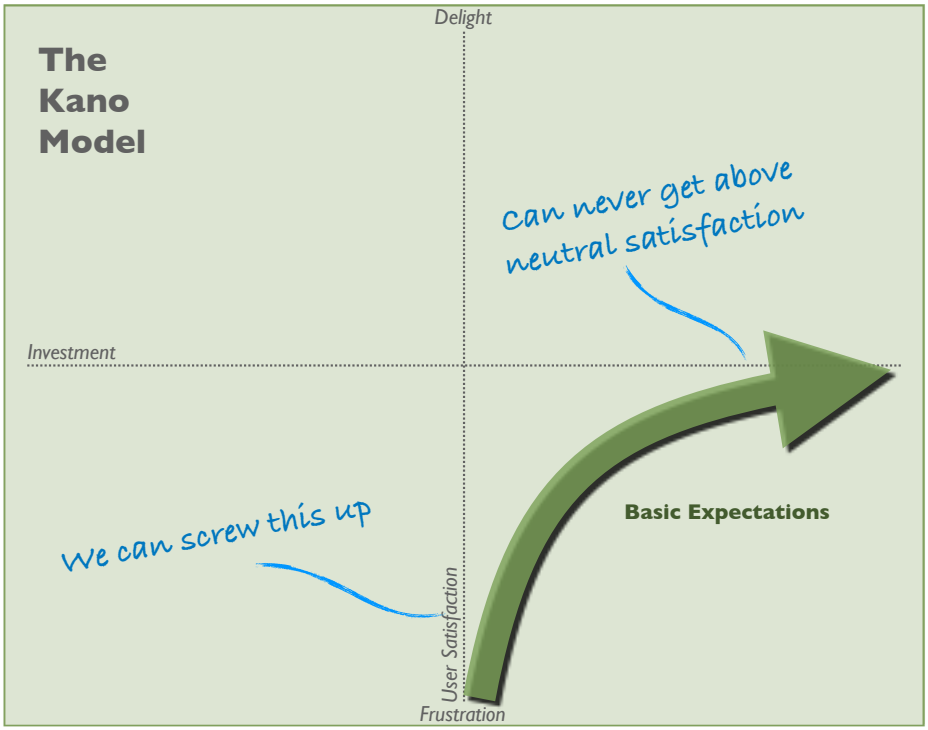
Netflix

Apple

© Copyright 2012, User Interface Engineering. All Rights Reserved.



theamazingios6maps.tumblr.com



© Copyright 2012, User Interface Engineering. All Rights Reserved.

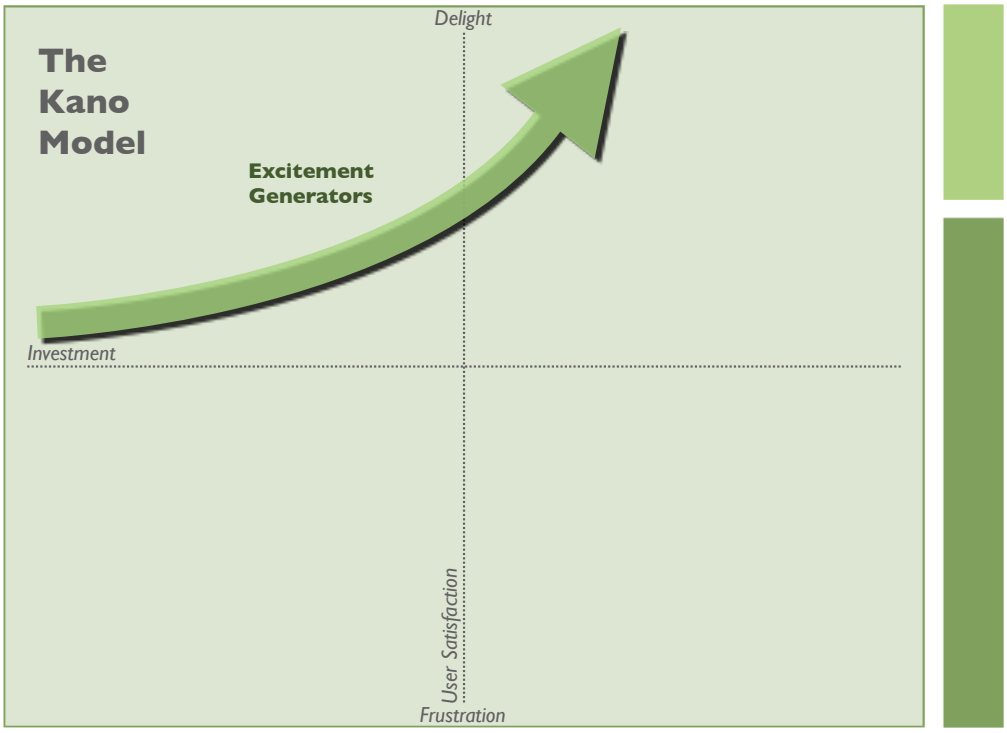
Ignore the design's consistency.

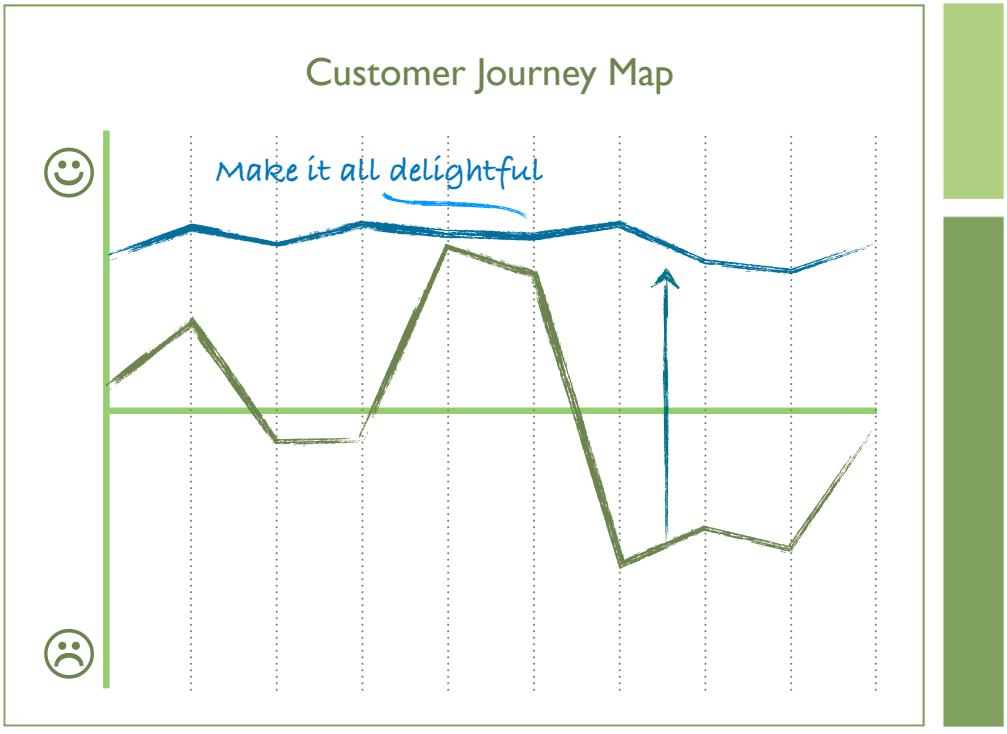
Focus on the user's expectations.

UX Strategy: Basic Expectations

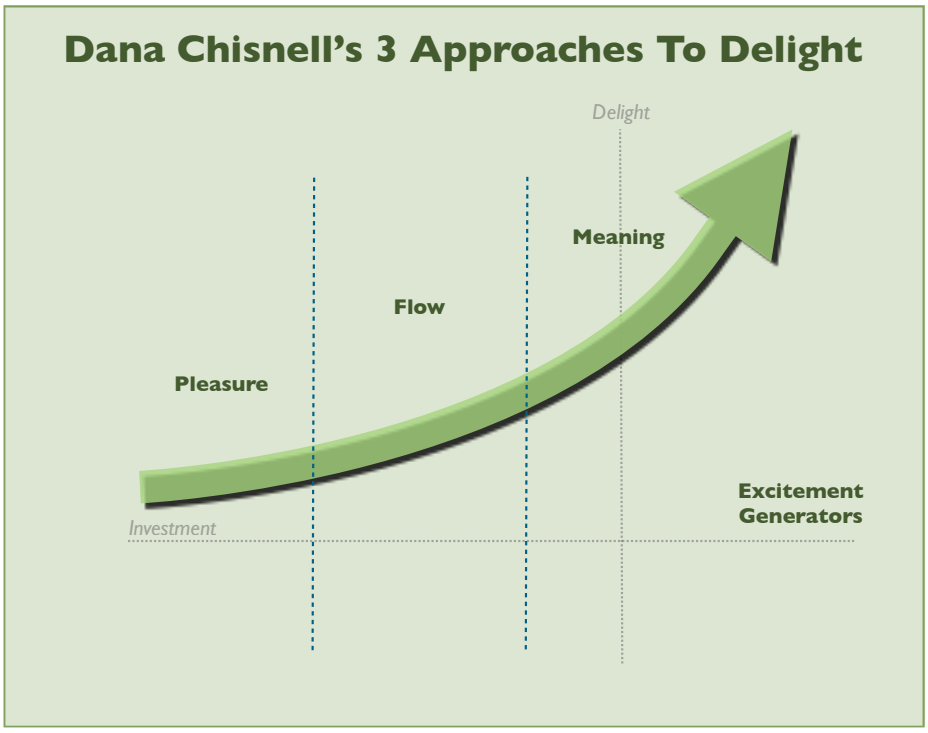
- Be on the lookout for failed and missed expectations
- Missing a basic expectation causes extreme frustration
- Beware of the death of a thousand cuts
- Lots of missed expectations opens up doors for competitors

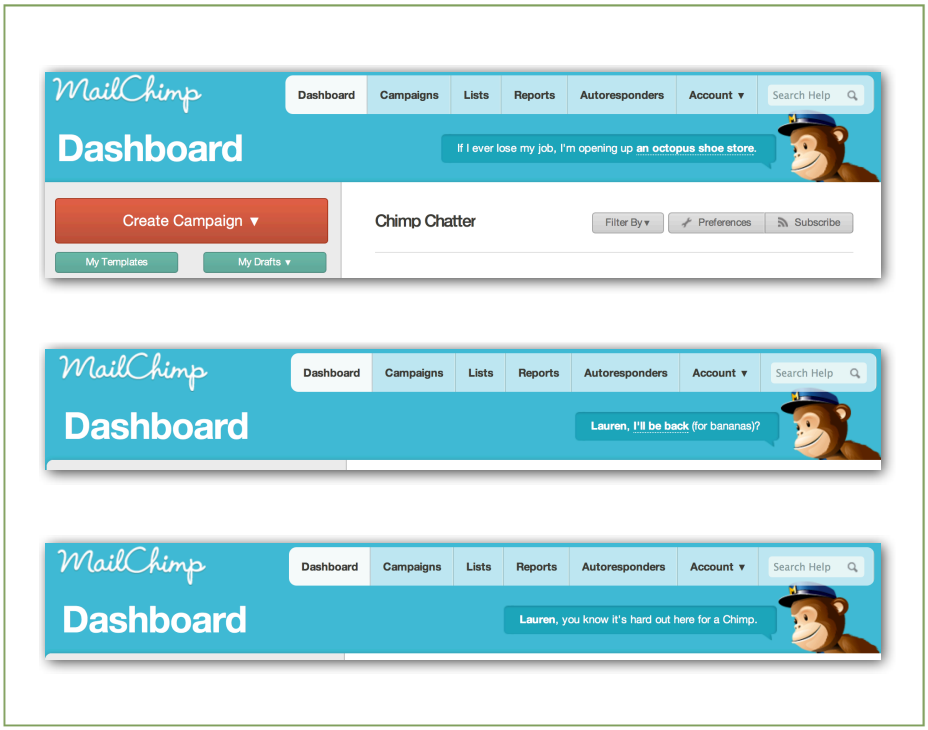
© Copyright 2012, User Interface Engineering. All Rights Reserved.





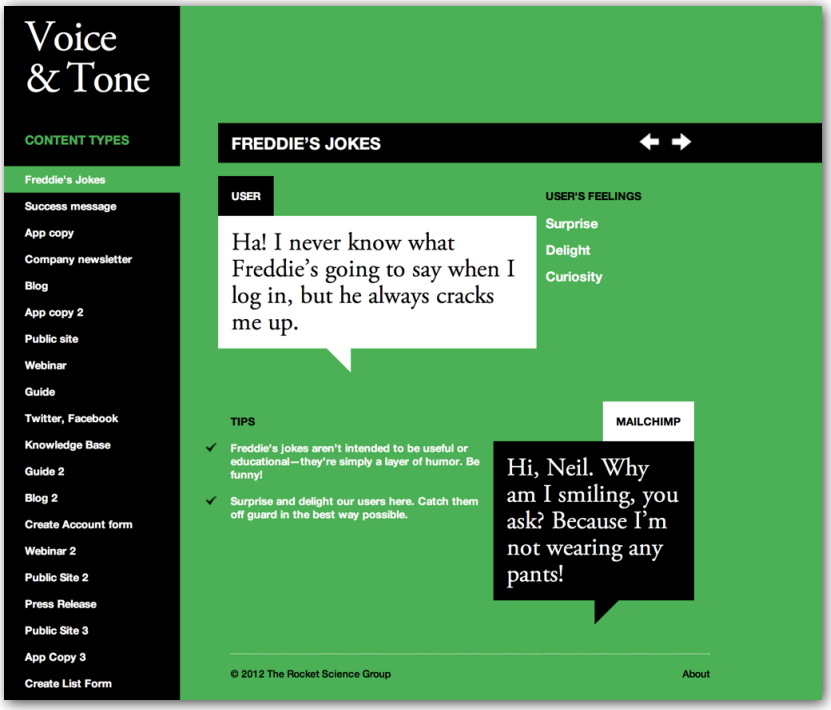
© Copyright 2012, User Interface Engineering. All Rights Reserved.



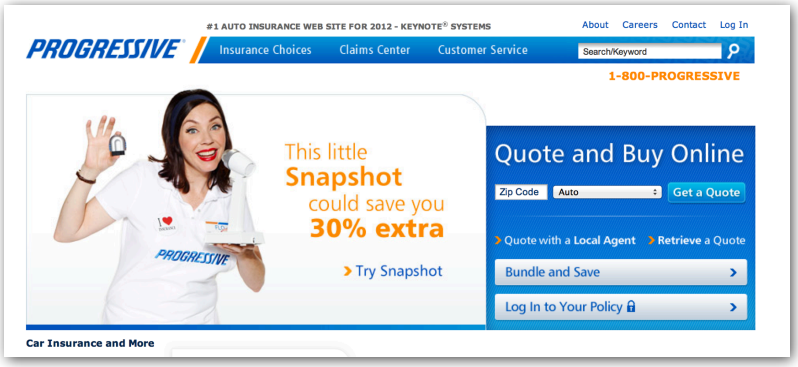


Mailchimp

© Copyright 2012, User Interface Engineering. All Rights Reserved.

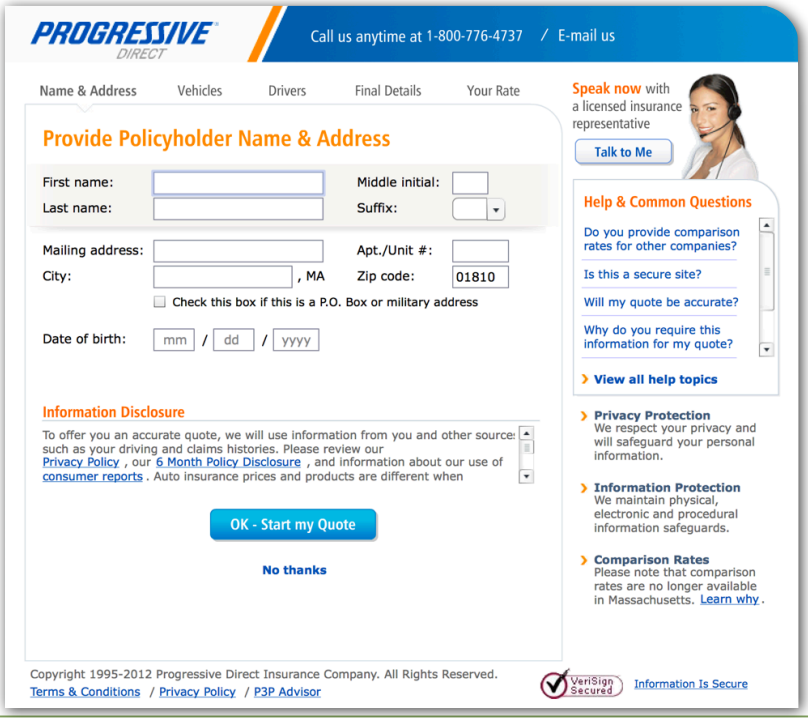


Mailchimp's Tone & Voice Guidelines



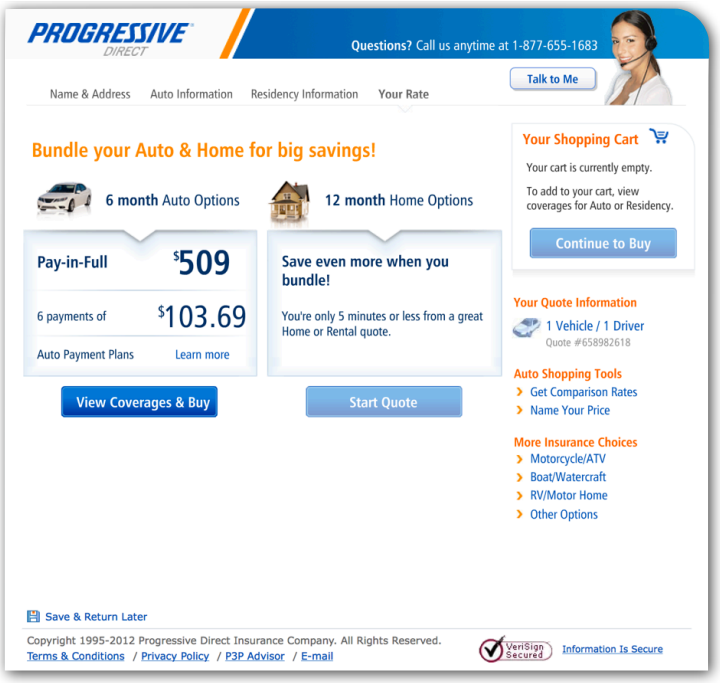
Progressive

© Copyright 2012, User Interface Engineering. All Rights Reserved.



Progressive

Progressive



Progressive

Site

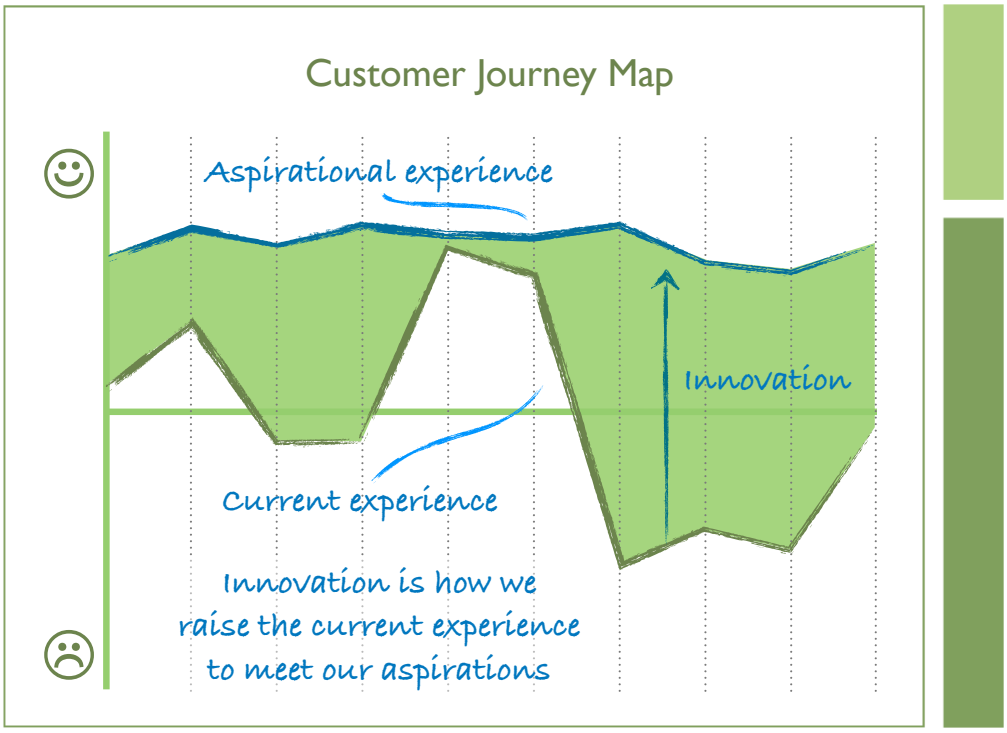
© Copyright 2012, User Interface Engineering. All Rights Reserved.

United Airlines

A collection of small features can add up to an innovative offering

Apple

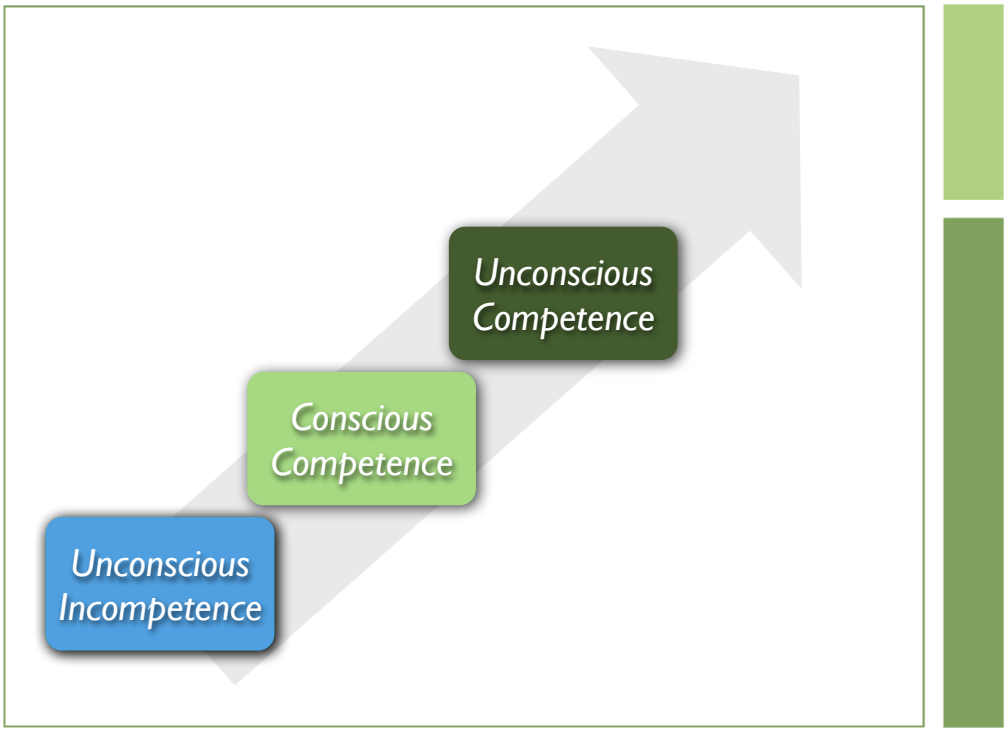
© Copyright 2012, User Interface Engineering. All Rights Reserved.



UX Strategy: Excitement Generators

- 3 approaches to delight (from Dana Chisnell's research)
  - Pleasure, Flow, and Meaning
  - Pleasure is least expensive, meaning is hardest to do well
- If basic expectations are not met, delight won't happen
  - Missed expectations break flow
- Delighters will eventually become basic expectations
- Innovation can come from small bundles of delighters

© Copyright 2012, User Interface Engineering. All Rights Reserved.



UX Tactics

- Monitor customer support channels for missing expectations
- Conduct field studies to look for basic expectations and identify excitement generators
- Use advanced lab research to monitor for new basic expectations
  - Interview-based task design
  - Inherent value tests

© Copyright 2012, User Interface Engineering. All Rights Reserved.

Build a Winning UX Strategy from the Kano Model

- Prune features to avoid experience rot
- Diligently scour the experience for missed expectations
- Use pleasure, flow, and meaning to identify possible delighters
- Remember delighters eventually become basic expectations
- Don't get comfortable inside unconscious incompetence

© Copyright 2012, User Interface Engineering. All Rights Reserved.