


Build a Winning UX Strategy from the Kano Model

Jared M. Spool
@jmspool

uie^{*}
***USER
INTERFACE
ENGINEERING**



How satisfied
can you get?

CONSUMED

Hyatt's Random Acts of Generosity

By ROB WALKER
Published: June 17, 2009

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 Hoptamagian, 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 Hoptamagian 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.

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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 night in a hotel. Nobody feels grateful, in fact, points and miles



Delighters

Free room service

Free bar tab

Free hotel-spa massage

Free room upgrade

Frustrators

Broken room A/C

No hot water in shower

Sloppy room service

Rude service

Slow elevators

Still frozen pies at events

Broken glass in public areas

Customer Journey Map

Done!.....

Confirm booking.....

Payment information.....

Billing information.....

Guest information.....

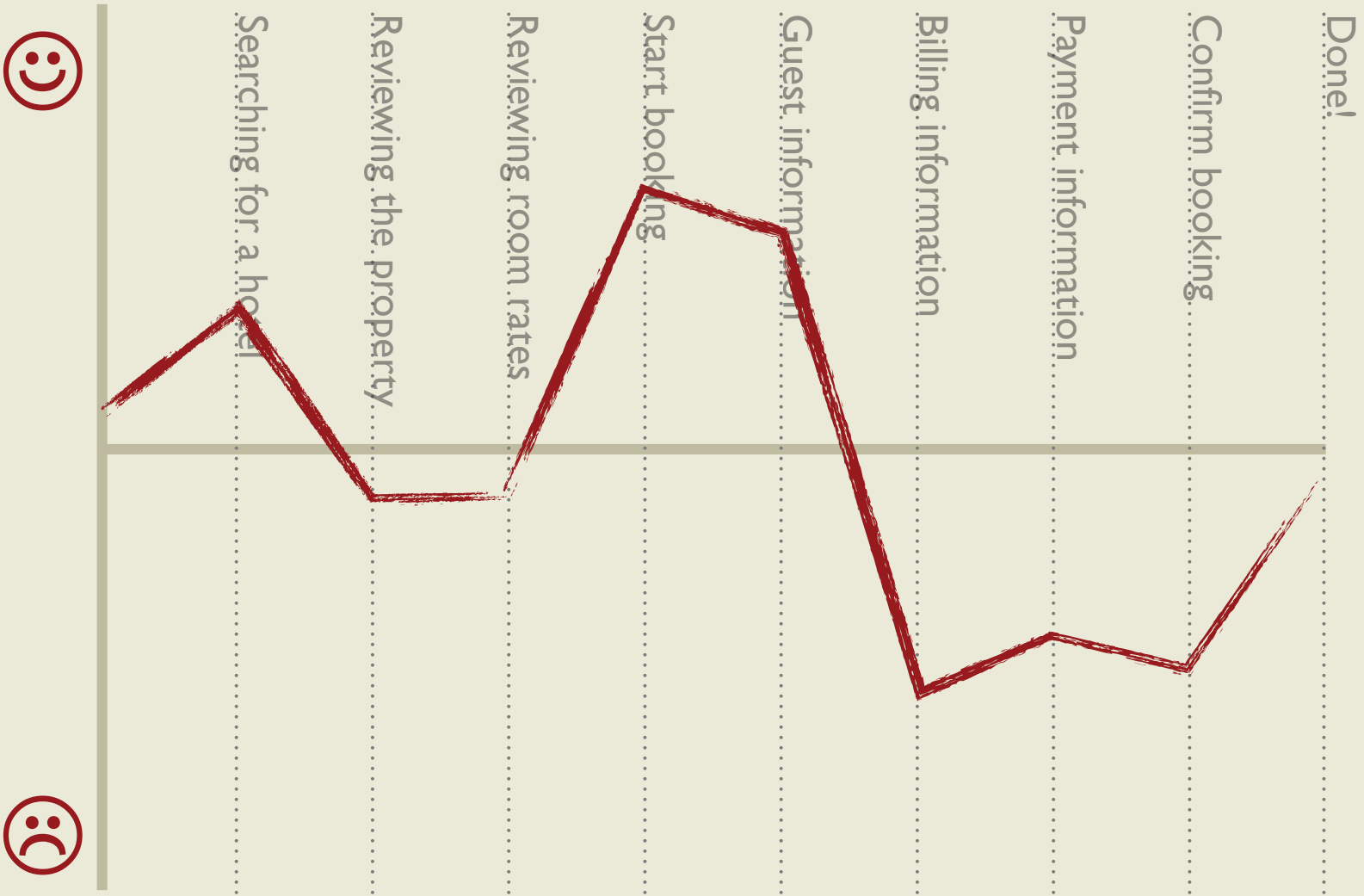
Start booking.....

Reviewing room rates.....

Reviewing the property.....

Searching for a hotel.....

Customer Journey Map





← Delightful Experiences →

Be delightful

← Usable Experiences →



← Frustrating Experiences →


Not Sucky \neq **Delightful**

Frustration
Removed

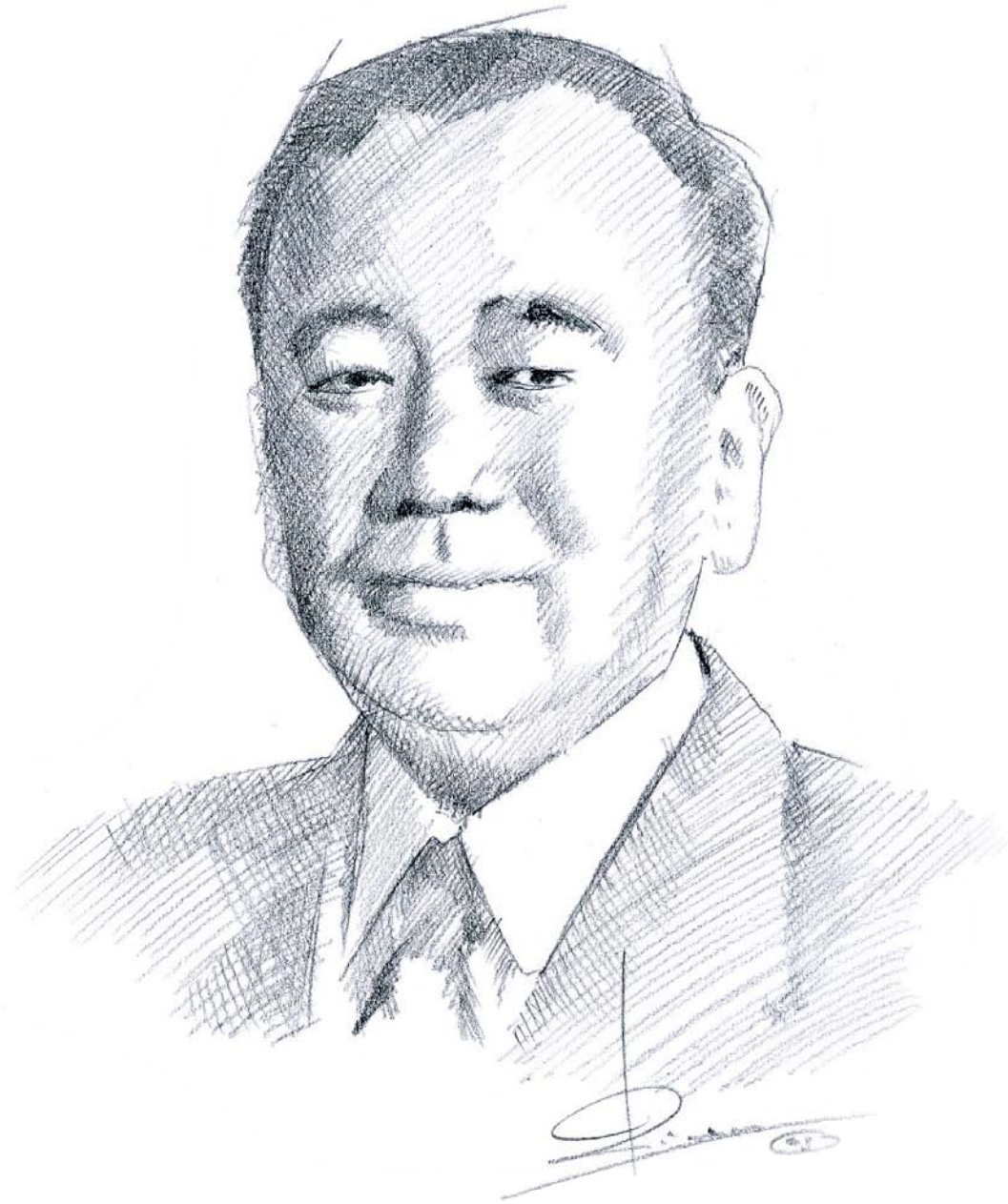
Delight
Added



How much do
we invest to get
delight?



UX Strategy:
Moving our users
from *frustrated* to
delighted.



Noriaki Kano

The Kano Model

Delight

**Excitement
Generators**

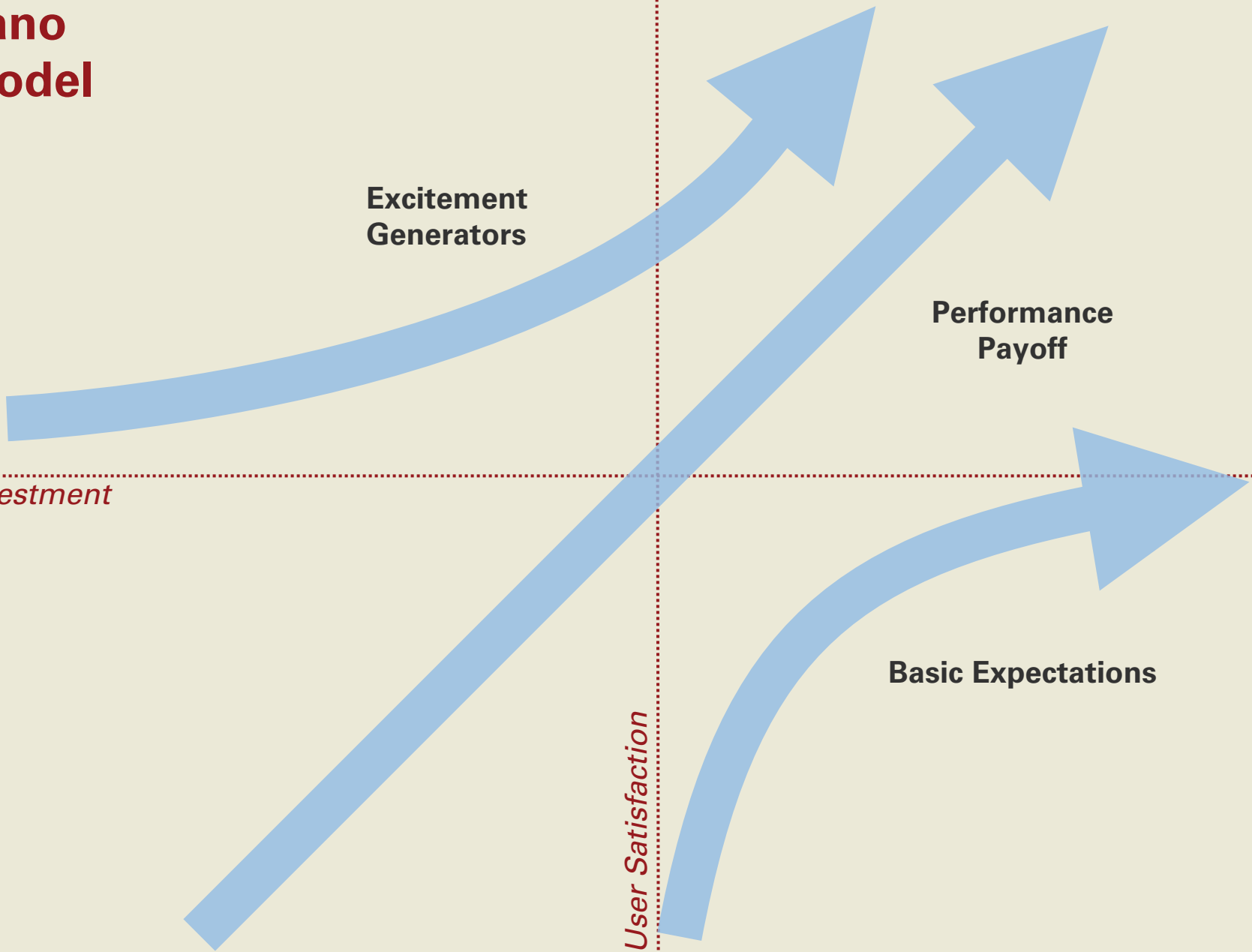
**Performance
Payoff**

Investment

Basic Expectations

User Satisfaction

Frustration



3

The Plague of Experience Rot

The Kano Model

Delight

**Performance
Payoff**

Investment

User Satisfaction

Frustration



200+ New Features

OS X Mountain Lion is our best OS yet. Because all these new features add up to one amazing experience on your Mac. And every device you use.

| | | | | | |
|-------------------|--------------------|---------------|---------------------|-------------|--------------|
| Accessibility | Dashboard | Game Center | Messages | QuickTime X | Time Machine |
| AirPlay Mirroring | Dictation | Gatekeeper | Notes | Reminders | Twitter |
| Auto Save | Dictionary | iCloud | Notification Center | Safari | |
| Built-in Sharing | Facebook | Launchpad | Photo Booth | Security | |
| Calendar | Features for China | Mac App Store | Power Nap | System | |
| Contacts | Finder | Mail | Preview | TextEdit | |



Accessibility

Improved preference pane

Mountain Lion makes it easier to customize your settings with the redesigned Accessibility pane in System Preferences.

Accessibility pane available from anywhere

You can access the Accessibility pane from anywhere on your Mac with the Command-Option-F5 keyboard shortcut.

Drag and drop using modifier keys

Drag and drop with VoiceOver now supports modifier keys such as Command and Option, allowing you to execute different actions based on the context.

Reorder tables

You can now reorder tables by column headers using VoiceOver.

Drag items to hotspots

You can now drag items to hotspots using VoiceOver.

Support for press and hold buttons

VoiceOver in Mountain Lion supports press and hold buttons.

Release 1.0



Feature



Feature



Feature

Release 1.5

Feature

Feature

Feature

Feature

Feature

Release 2.0

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Release 3.0

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Release 4.0

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Release 5.0

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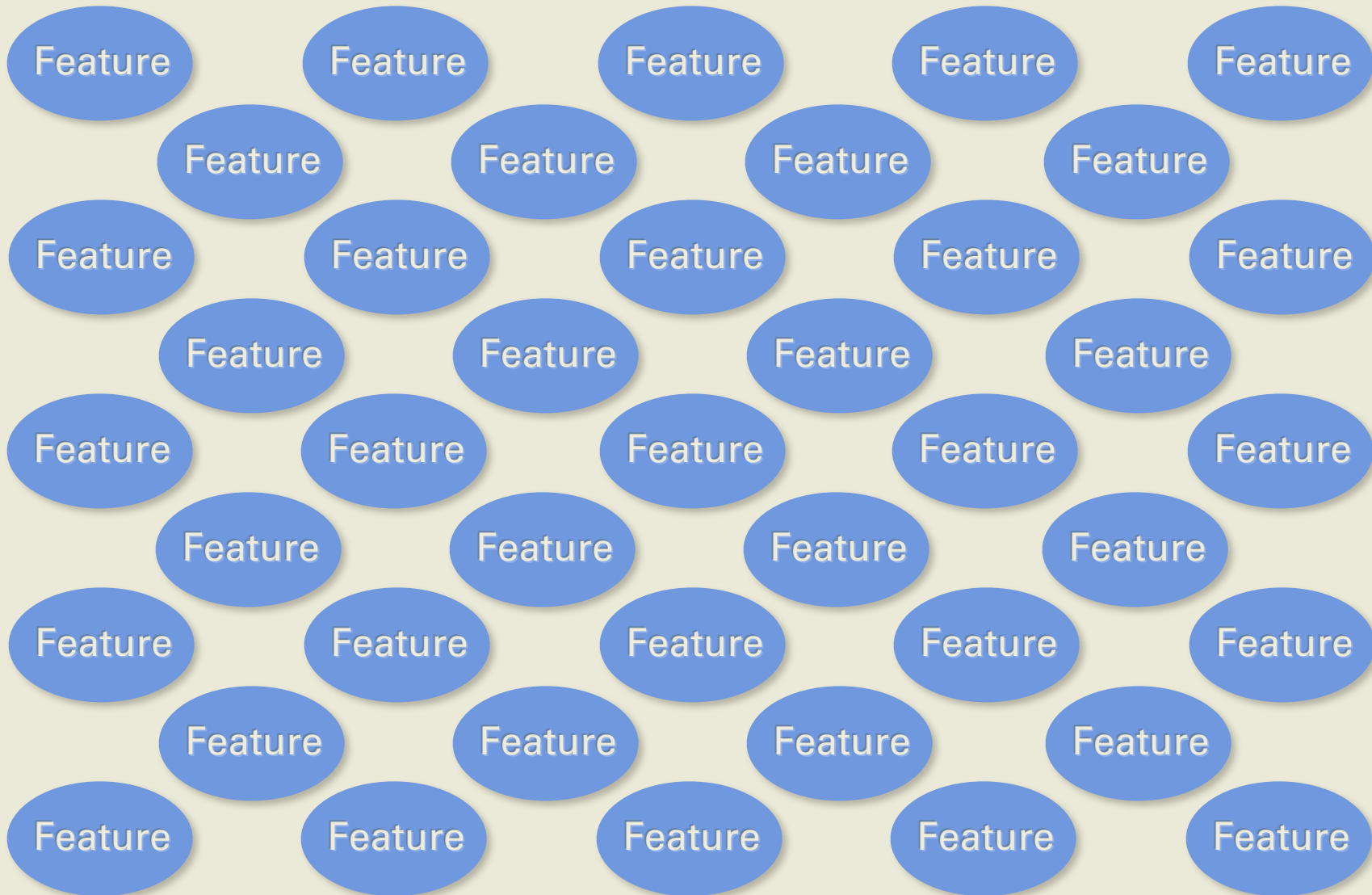
Feature

Feature

Feature

Feature

Release 6.0



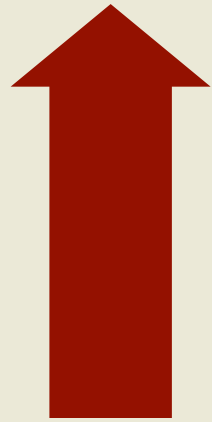
Experience Rot

Features

Complexity

Experience

Experience Rot

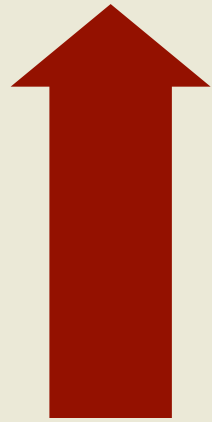


Features

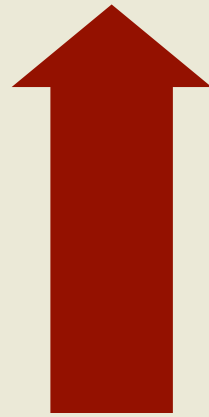
Complexity

Experience

Experience Rot



Features



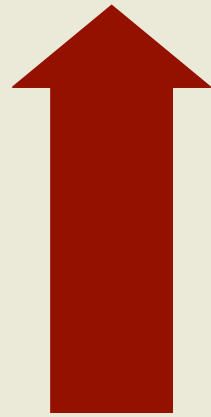
Complexity

Experience

Experience Rot



Features

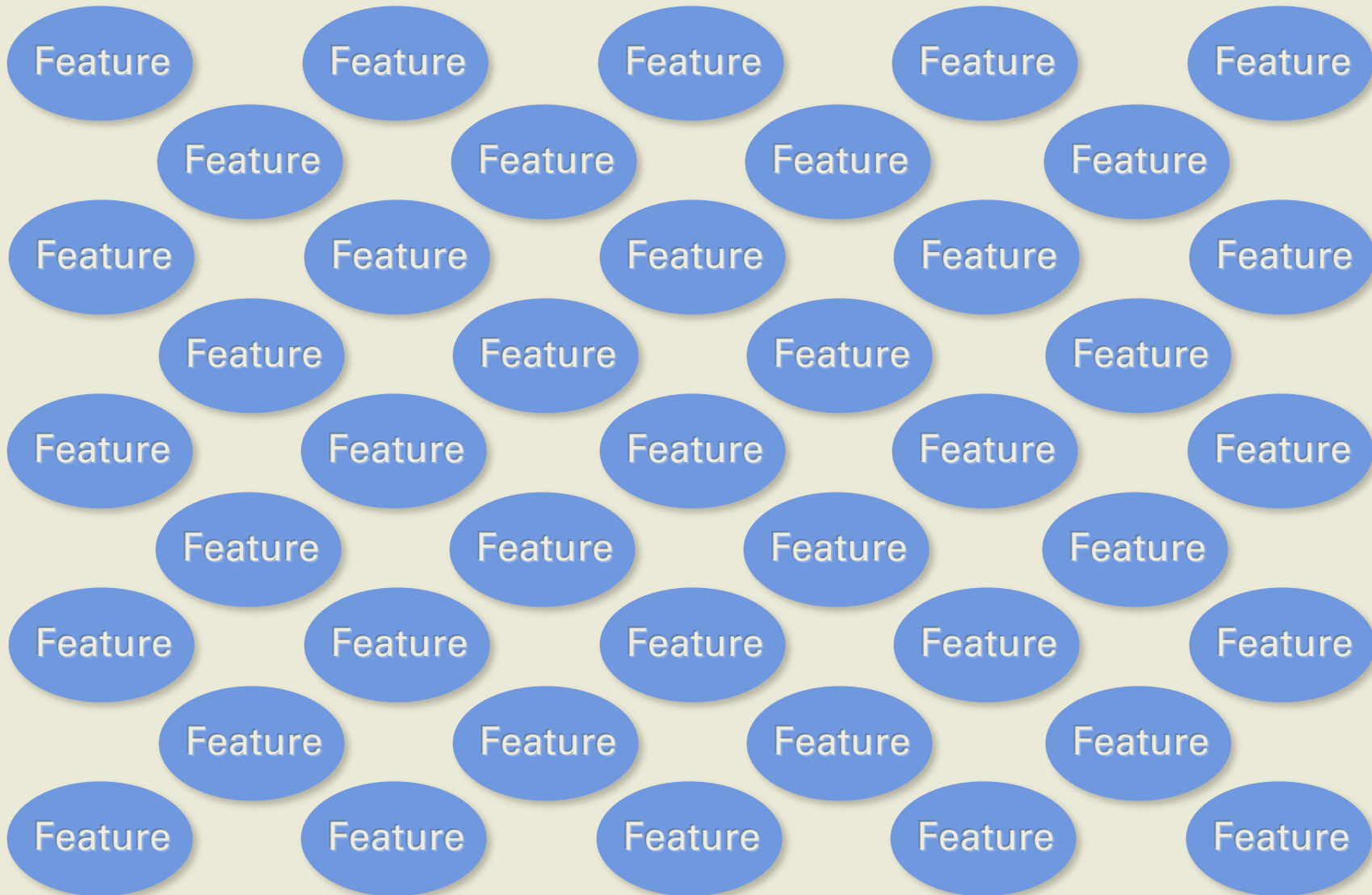


Complexity

Experience



Release 6.0



Release 7.0

Feature

Feature

Feature

Feature

Feature

Feature

~~Release 7.0~~ Competitor

Feature

Feature

Feature

Feature

Feature

Feature

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 we don't adopt their feature idea? Remind them that we're not in the first place. "You're not in the first place."

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.

4

Great Basic Expectations

The Kano Model

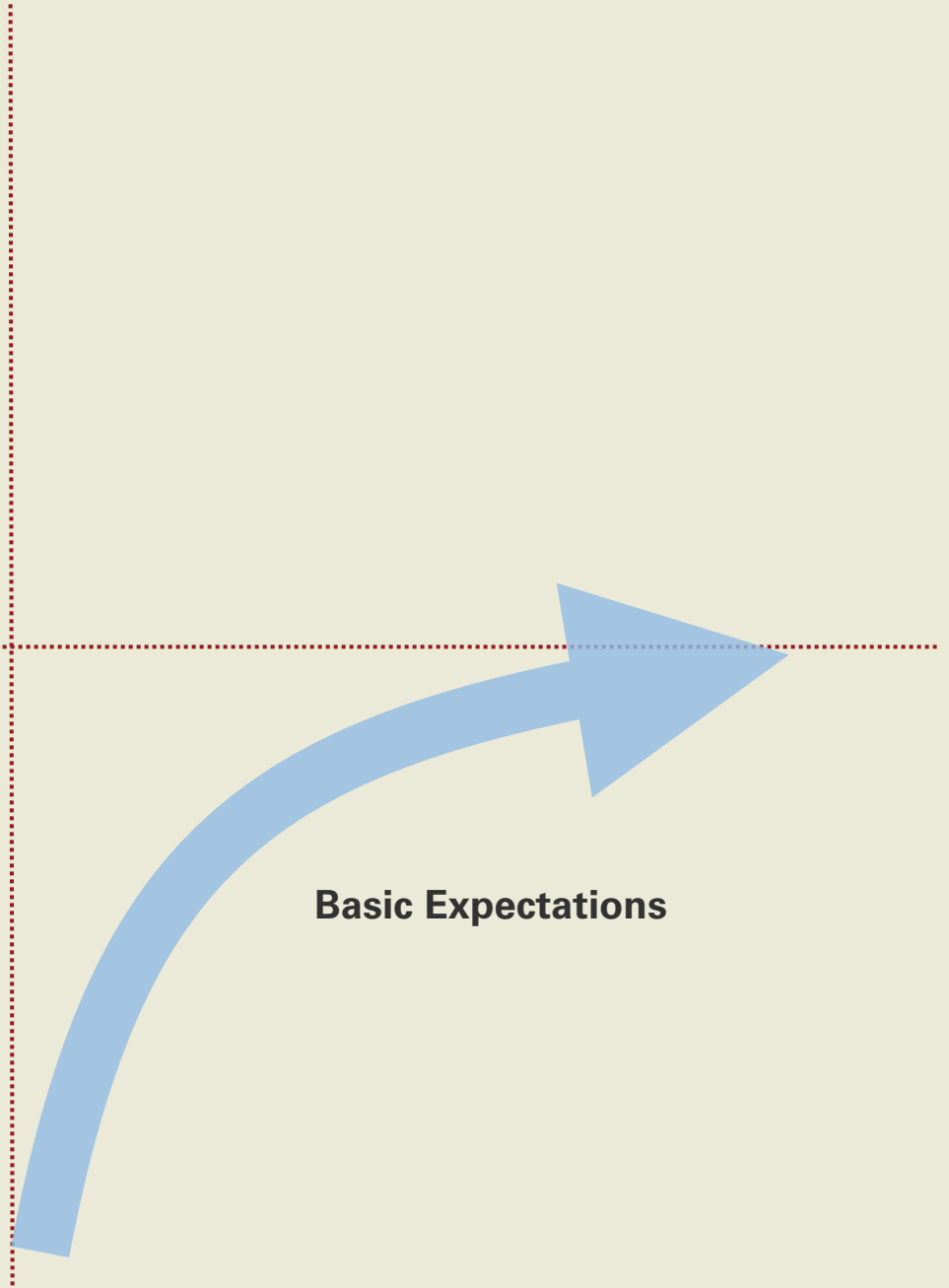
Delight

Investment

User Satisfaction

Frustration

Basic Expectations

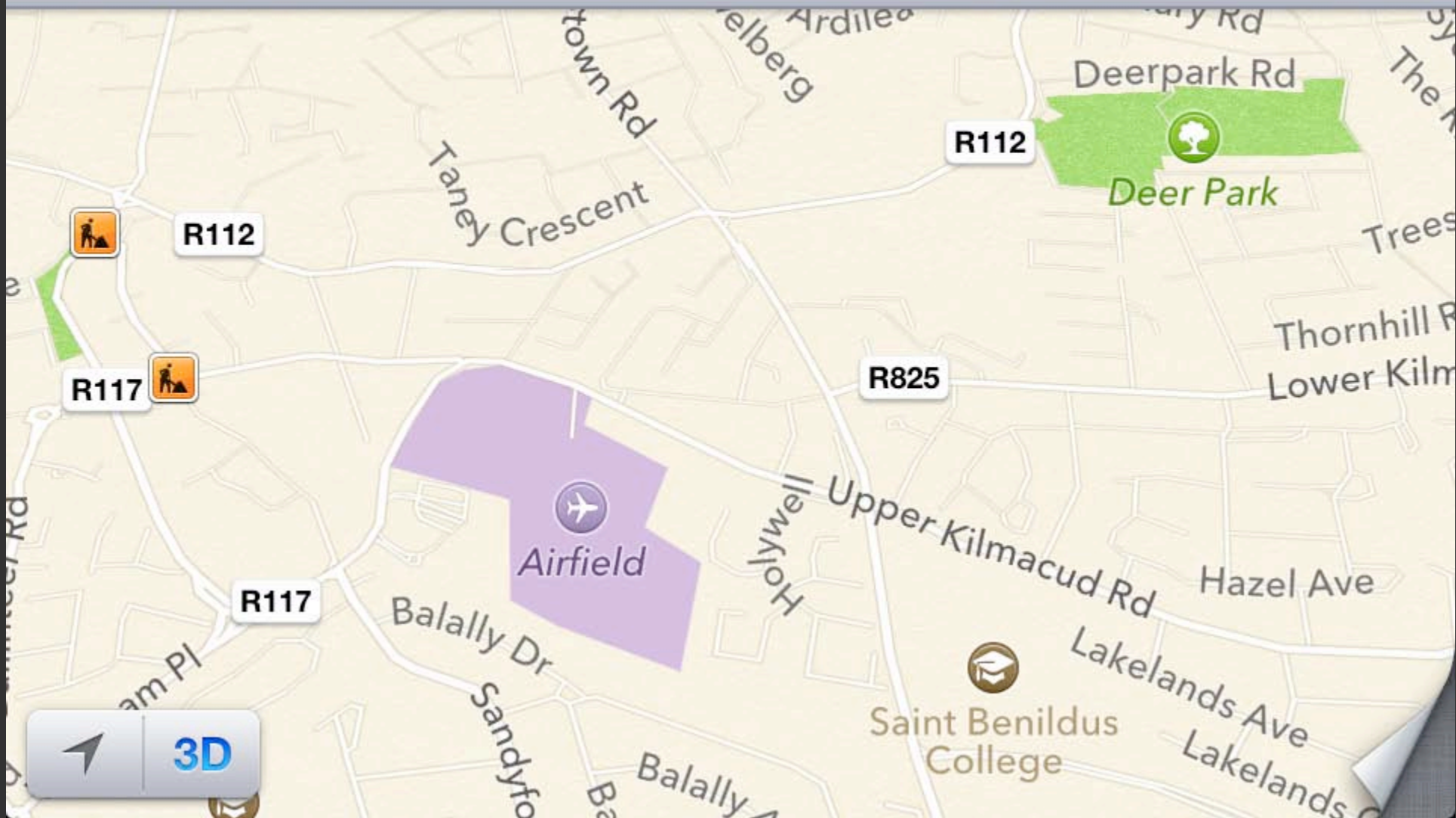








Search or Address





Maps.

Maps take a whole new turn.

Beautifully designed from the ground up (and the sky down), Maps changes the way you see the world. Map elements are vector based, so graphics and text are incredibly detailed — even when you zoom all the way in — and panning is smooth. Tilt and rotate to view an area, and Maps keeps the names of streets and places where they belong. Get visual and spoken turn-by-turn navigation and real-time traffic updates. Even soar over cityscapes to see the sights from the air in amazing, high-resolution quality.¹ [Learn more about Maps](#) ▶

Flyover.

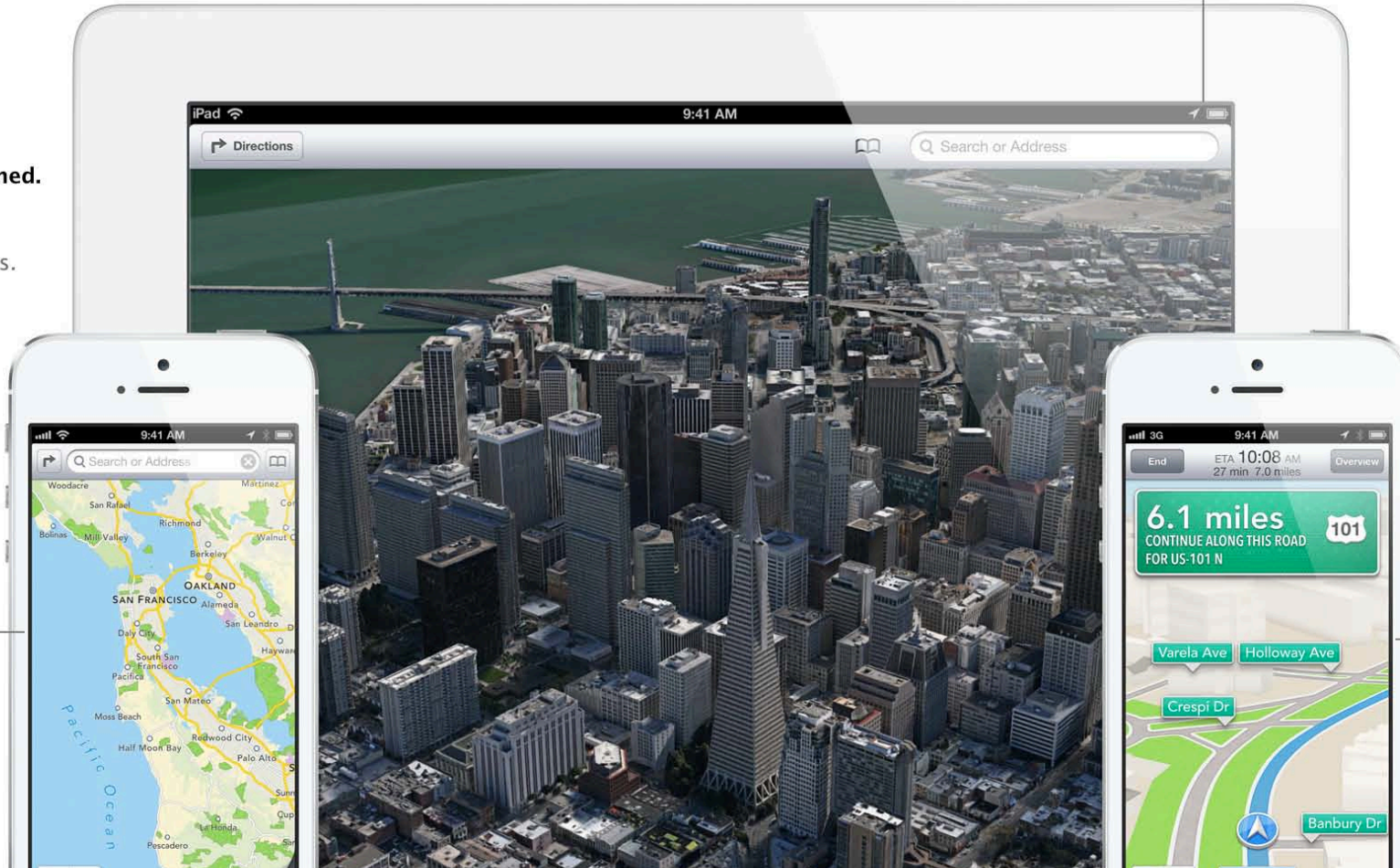
See select cities and landmarks from the air.

Turn-by-turn navigation.

Spoken directions route you to your destination.

Apple designed.

Enjoy new, beautifully detailed maps.



Directions



Madison square garden



Directions



eiffel tower



3D

Directions



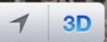
tacoma narrows bridge



Directions



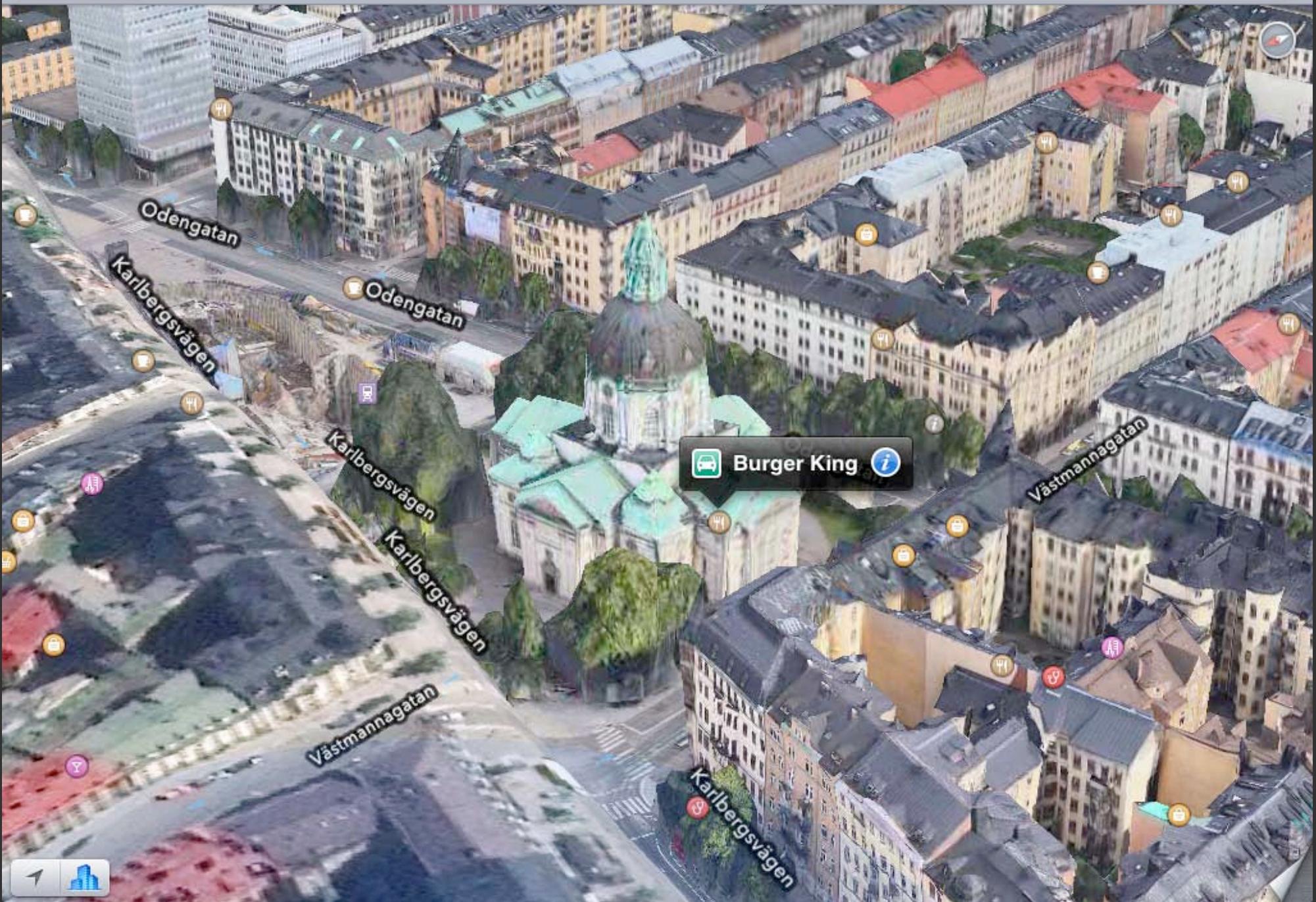
Colorado River Boulder City AZ 86445



Directions



Dropped Pin



Burger King



The Kano Model

Delight

- ▶ Can never get above neutral satisfaction.
- ▶ We can only screw this up.

Investment

User Satisfaction

Frustration

Basic Expectations

The diagram illustrates the Kano Model with a vertical axis for 'User Satisfaction' ranging from 'Frustration' at the bottom to 'Delight' at the top, and a horizontal axis for 'Investment' extending to the right. A blue curved arrow starts at the bottom left (Frustration) and curves upwards and to the right, eventually leveling off at the 'Investment' level. The text 'Basic Expectations' is placed near the end of this curve.

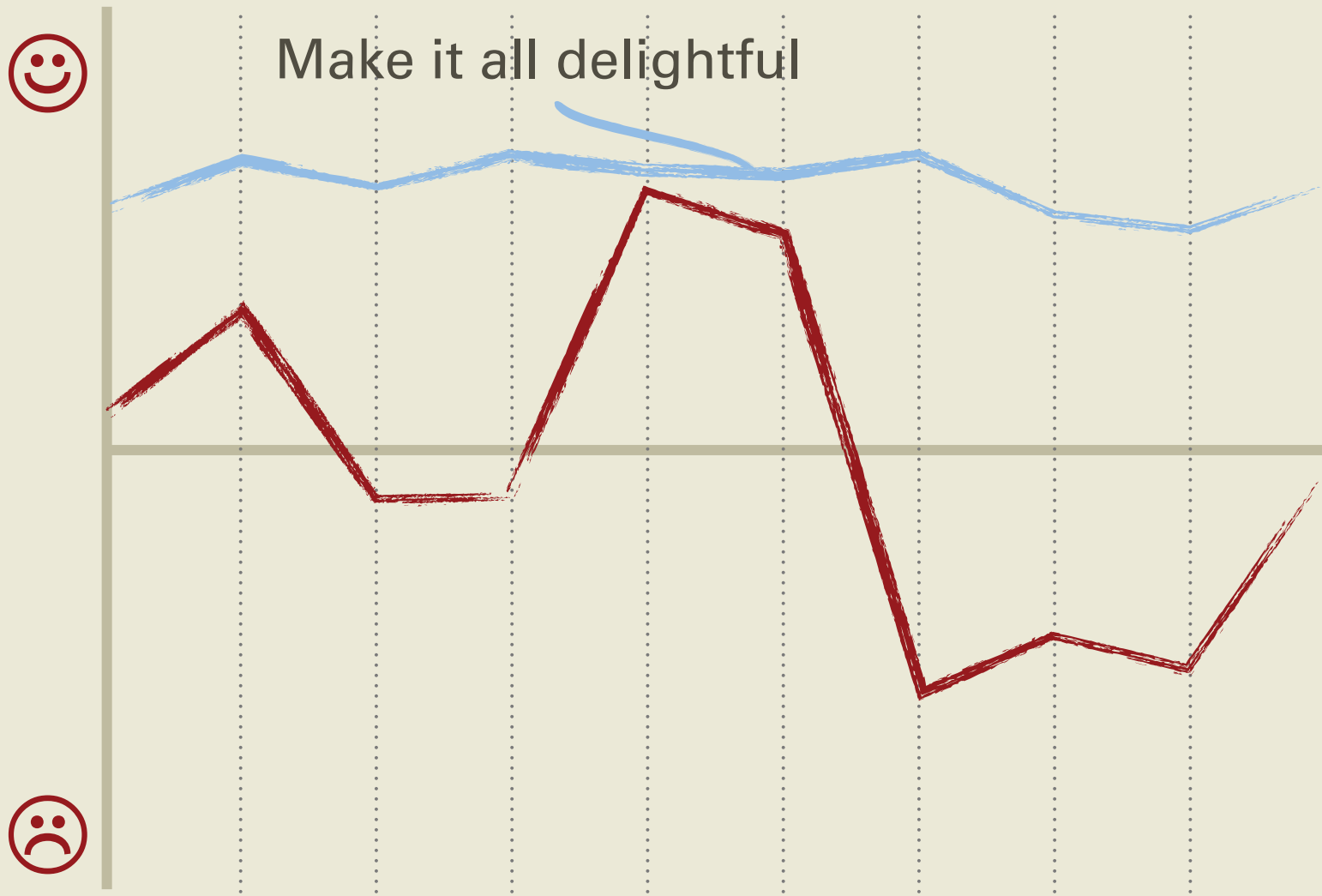
UX Strategy: Basic Expectations

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

5

Generating
Excitement with
Pleasure, Flow,
and Meaning

Customer Journey Map



The Kano Model

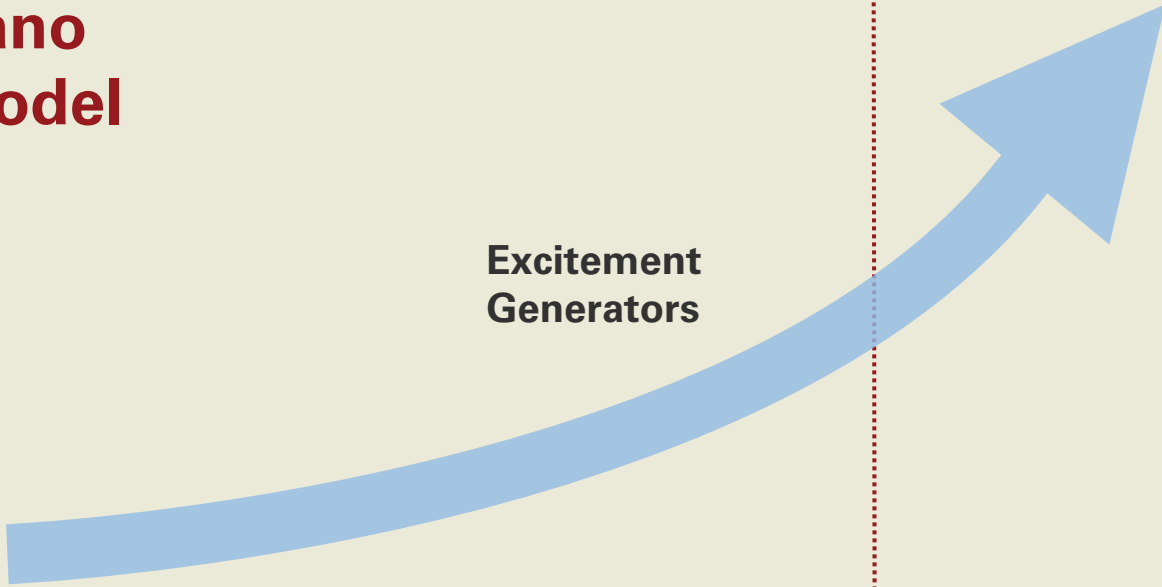
Delight

**Excitement
Generators**

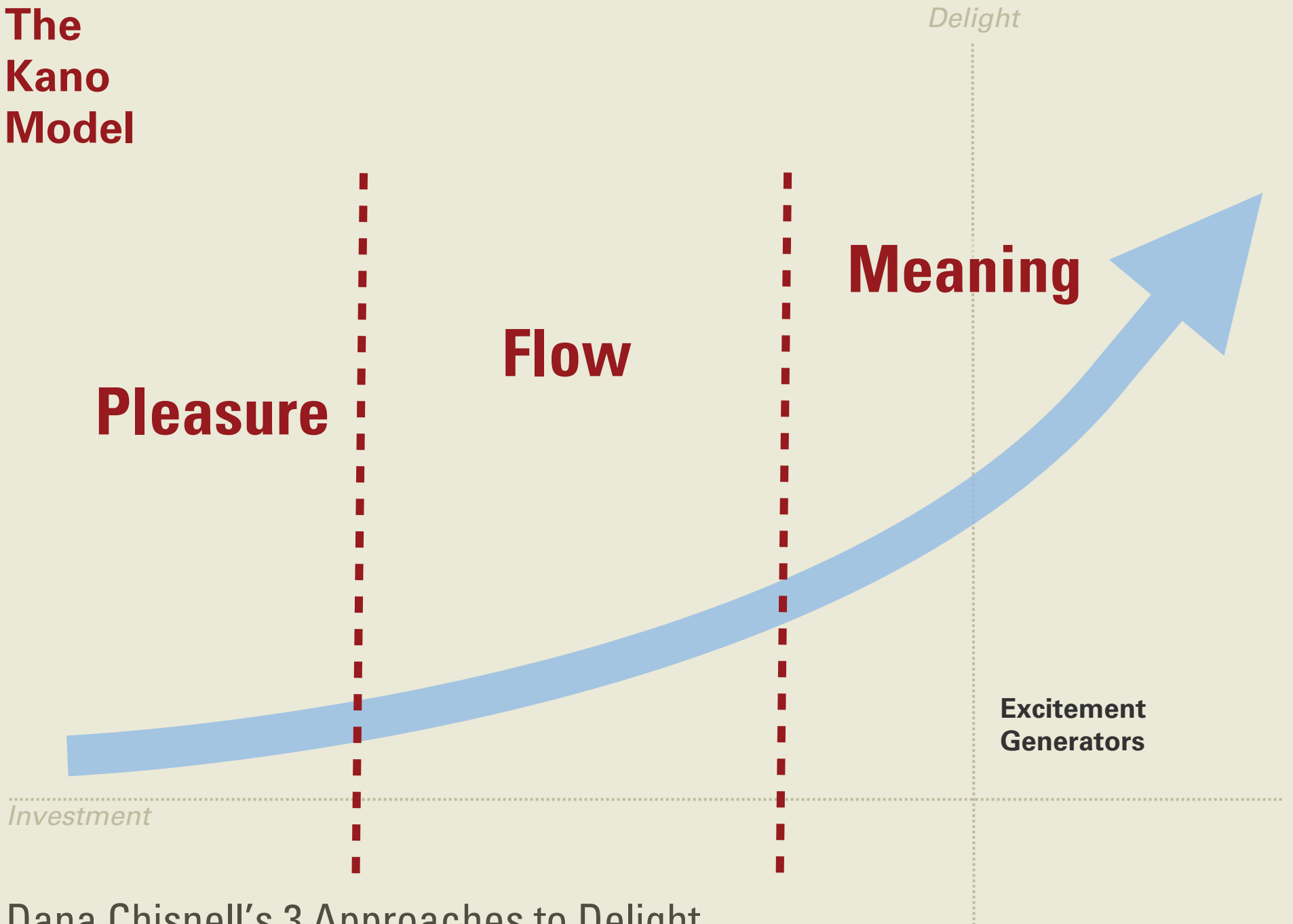
Investment

User Satisfaction

Frustration



The Kano Model



Dana Chisnell's 3 Approaches to Delight



Designing for Pleasure



SignificantObjects

...and how they got that way





Significant Objects

...and how they got that way

Purchase price: **\$3.00**



Selling price: **\$193.50**

Figurine of St. Vralkomir (glass cover not included)

This is an icon of the fourteenth-century Saint Vralkomir of Dnobst, the patron extremely fast dancing. Handcrafted in a snowbound convent by the nimble-footed Sisters of the Vralkomirian Order, it was given to my grandmother—then a nine-old girl—as she boarded the ship that would take her to America from Dnobst, a narrow pie-wedge of land bounded by the Dnobst River, the Grkgåt Mountains, and the Great Western Fence of Count Pyør the Litigious.

Vralkomir was a competent cobbler, but he was brusque and taciturn, conversing to the extent he was required to for business. His fellow citizens found him odd, and they would hurry back out into the year-round cold as quickly as they could. Some said his towering jet-black hat, which he'd knitted of his own hair, would trigger vertigo in those who stared up at it for too long. Many were annoyed by his incessant tuneless humming.

In the autumn of 1347, in response to a perceived slight from a Dnobstian maiden, the recently enthroned Tsar Nyrdrag the Irascible (also known as "The Cowbird Tsar," a Scandinavian founding whom the previous Tsar and Tsarina unknowingly raised as their own) issued an edict banning fire in Dnobst. His armies confiscated every piece of flint and all the available kindling. When winter blew in, it was as cold as Nyrdrag himself. Icy gusts sent massive musk-elk rolling out onto the tundra, and Vralkomir huddled in the marketplace, which at least still had a roof. The temperature kept dropping. Death was coming, and they could do nothing but wait.

On a high window, someone saw Vralkomir leave his shop, glance around the empty village square, then trudge into the forest. He returned hauling a freshly cut tree. In the square, he sawed the wood into discs like the one you see on the icon. Vralkomir then hopped onto one of the discs and began dancing, dancing, dancing to the tuneless music in his head. He danced faster and faster. The villagers watched as he wheeled and spun and tappatapped, his legs and feet a blur in the subarctic gloom. A plume of smoke rose from under his feet, and he kept dancing, and then there was more smoke, and he danced on, and soon the wooden disc was ablaze. Vralkomir leapt to the next disc and set it alight, and the next, and the next, and the next, and he came out and gathered round the fires, dancing, dancing, dancing, and then he duplicated his feat.

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Canon EOS Rebel T3i Black 18MP DSLR Camera, EF-S 18-55mm 1:3.5-5.6 IS II Lens, 3.0" LCD, EOS Full HD Movie Mode



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Enjoy professional EOS features in an easy-to-use, lightweight digital SLR that's a joy to use. The EOS Rebel T3i DSLR Camera from Canon features an 18.0MP CMOS sensor and DIGIC 4 image processing for high image quality and speed. Its improved EOS Full HD Movie Mode lets you record full high definition video and even provides you with digital zoom and Video Snapshot for enhanced movie shooting options. Plus, its high-speed, reliable 9-point AF system ensures that your subject is at the forefront of your shots, and the 3.0" Clear View LCD screen (with Live View) lets you explore the Canon EOS Rebel T3i's menus and review your photos with stunning clarity.

Canon EOS Rebel T3i Digital SLR Camera:

- 18 megapixel resolution with high-quality still images and video recordings
Featuring Full HD video, Scene Intelligent Auto mode, Picture Style Auto, Enhanced metering with a 63-zone, Dual-layer metering system for accurate metering between exposures, 9-point AF system utilizing a high precision, f/2.8 cross-type center point, 3.7 fps continuous shooting up to approx. 34 JPEGs or 6 RAW
- Canon EF-S 18-55mm IS II lens
With optical image stabilization and Aspherical lens element
- 3" TFT LCD screen with image editing features
Featuring 7-level brightness adjustment, vari-angle for shooting at high or low angles, 1.04 million dot VGA, reflection reduction
- Built-in flash with up to 17mm focal length

Additional Features:

- 1 SD/SDHC/SDXC memory card slot (memory card not included)
- Rechargeable Lithium-Ion battery for up to 550 shots
- ISO 100 - 6400 in whole-stop increments
- File Formats Supported: JPEG, RAW, MOV
- 5.2" x 3.9" x 3.1"; 18.2 oz

Compatibility and Warranty:

- Compatible with PC or Mac
- 1-year limited manufacturer warranty

What's in the Box:

- Canon Rebel T3i Digital SLR Camera
- Canon EF-S 18-55mm IS II Lens
- Eyecup Ef
- Wide Strap EW-100DBIII
- USB Interface Cable IFC-130U
- Battery Pack LP-E8
- Battery Charger LC-E8E
- EOS Digital Solution Disc and Instruction Manuals
- "Great Photography is Easy" Booklet and "Do More with Macro" Booklet

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Front



CRUTCHFIELD

Hands-on research from the Crutchfield Labs ([what are the Labs?](#))

[Features and specs chart](#) | [What's in the box?](#) | [In-depth notes](#)

Features and Specs

General

| | |
|--------------------------------------|---------------------|
| LCD Screen Size | 3" |
| Adjustable-angle LCD | Yes |
| Wi-Fi | No |
| GPS-enabled | No |
| Lens 35mm Equivalent | 29-88mm |
| Optical Zoom | 3x |
| Digital Zoom | N/A |
| Filter Diameter | 58mm |
| Aperture Range | f/3.5 (W) - 5.6 (T) |
| Manual Focusing | Yes |
| Manual Exposure | Yes |
| Built-in Flash | Yes |
| HDMI Output | Mini |
| Memory | |
| Internal Memory | None |

Our Product Research Team

At Crutchfield, you'll get detailed, accurate information that's hard to find elsewhere.

That's because we have our own in-house Product Research team — they open the box, verify contents, check the owner's manual, and record dimensions, features and specs.

We stay on top of new products and technologies to help people make informed choices.

[Features](#)

[Supplied Software](#)

[Lens Features](#)

Features

Overview: This Canon EOS Rebel T3i kit includes the EOS Rebel T3i camera body and the EF-S 18-55mm IS II zoom lens. It has a standard Canon EF mount, and is compatible with Canon EF lenses, including EF-S lenses.

Viewfinder: The Canon EOS Rebel T3i uses an eye-level SLR viewfinder with pentamirror with 0.85x magnification (w/50mm lens) for approximately 95% vertical and horizontal coverage. It has a -3.0 to +1.0 diopter adjustment so you can focus the viewfinder to suit your eyesight (with or without eyeglasses). When using the self-timer or remote control, when your eye does not cover the viewfinder eyepiece, stray light may enter the eyepiece and affect the exposure when the image is captured. To prevent this, you can use the supplied eyepiece cover, attached to the neck strap, to cover the eyepiece.

3" Clear View LCD Monitor: The EOS Rebel T3i features a flip-out, Vari-angle 3" Clear View TFT color LCD monitor that allows you to shoot at a variety of angles. It has a 3:2 aspect ratio and approximately 1,040,000 dots for Live View composition and viewing recorded images. In normal shooting mode, the monitor displays the shooting settings. A proximity sensor just above the turns off the shooting settings display automatically when your eye nears the viewfinder eyepiece. The LCD monitor offers 100% viewing coverage and 7 brightness levels to choose from.

Live View: The Live View Function enables viewing your subjects directly on the camera's 3" LCD monitor. The camera allows you to magnify any part of the scene 5x or 10x for precise manual focusing. You can access a number of Auto Focusing modes including Quick Mode, Live Mode, and Face Detection Live Mode. Exposure simulation displays and simulates how the brightness of the actual image will look. You can choose one of two grid overlay options for the LCD screen to help you line up vertical and horizontal lines. The camera can be controlled remotely via a computer through a USB connection, or wirelessly with the optional RC-6 remote controller (280B06, sold separately).

What's in the box?

[Download owner's manual](#)

- Digital camera body (with body cap installed)
- EF-S 18-55mm 3.5-5.6 IS II lens (with lens caps installed on both ends)
- LP-E8 Lithium-Ion rechargeable battery with plastic terminal cover installed (7.2V/1120 mAh)
- LC-E8E Battery charger (8.4V / 0.72A)
- 40.5" AC power cord
- 52" USB cable with in-line noise filter (USB type A connector on one end and a male mini-USB-Ver 2.0 on the other)
- 52" A/V cable with in-line noise filter (male mini-USB-Ver 2.0 connector on one end and stereo RCA audio plugs and RCA composite video plug on the other end)
- Adjustable cloth neck strap (with attached eyepiece cover)
- Canon EOS Digital Solution Disk CD-ROM Ver.24.0
- Canon EOS Digital Software Instruction Manual CD-ROM
- Instruction Manual (English)
- Instruction Manual (Spanish)
- Camera Warranty Card
- Lens Warranty Card
- Do More with Macro! booklet
- Great Photography IS Easy! booklet
- Flash Classroom booklet
- Online registration card
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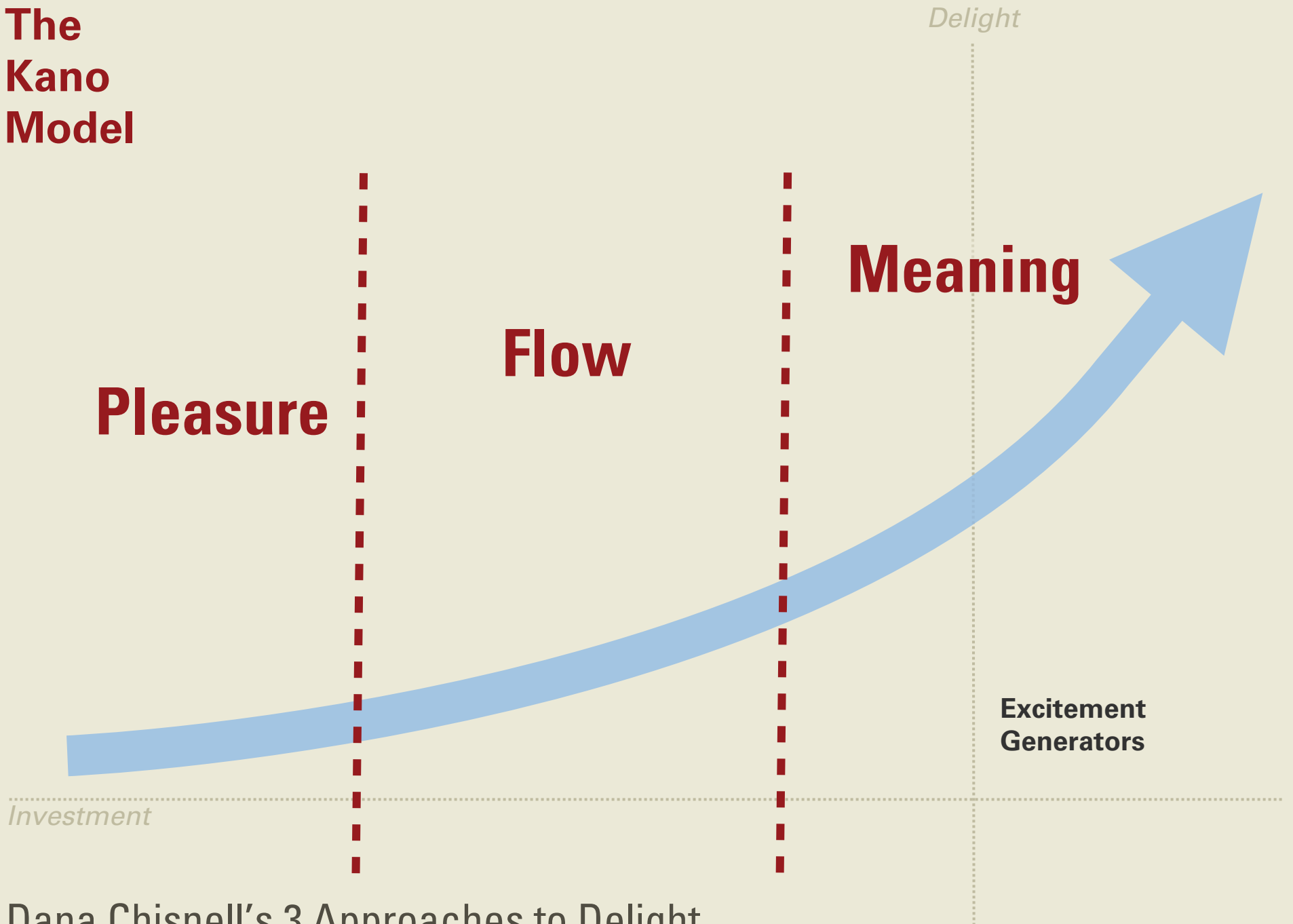
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The Kano Model



Dana Chisnell's 3 Approaches to Delight

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Snapshot
could save you
30% extra

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Final Details

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 / /

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To offer you an accurate quote, we will use information from you and other source: such as your driving and claims histories. Please review our [Privacy Policy](#) , our [6 Month Policy Disclosure](#) , and information about our use of [consumer reports](#) . Auto insurance prices and products are different when

OK - Start my Quote

No thanks

Speak now with a licensed insurance representative



Talk to Me

Help & Common Questions

[Do you provide comparison rates for other companies?](#)

[Is this a secure site?](#)

[Will my quote be accurate?](#)

[Why do you require this information for my quote?](#)

> View all help topics

> Privacy Protection

We respect your privacy and will safeguard your personal information.

> Information Protection

We maintain physical, electronic and procedural information safeguards.

> Comparison Rates

Please note that comparison rates are no longer available in Massachusetts. [Learn why.](#)



Provide Policyholder Name & Address

First name: Middle initial:
Last name: Suffix:

Mailing address: Apt./Unit #:
City: , MA Zip code:
 Check this box if this is a P.O. Box or military address

Date of birth: / /

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PROGRESSIVE DIRECT Call us anytime at 1-800-776-4737 / E-mail us

Name & Address Vehicles Drivers Final Details Your Rate

Provide Policyholder Name & Address

First name: Middle initial:
 Last name: Suffix:

Mailing address: Apt./Unit #:
 City: MA Zip code: 01810
 Check this box if this is a P.O. Box or military address

Date of birth: / /

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Name & Address Vehicles Drivers Final Details Your Rate

Add Vehicles to Your Quote

Motor Vehicle Bureau Vehicle List (based on your address)

2007 Toyota Camry Add This Vehicle
 1995 Nissan Maxima Add This Vehicle

Don't see your vehicle listed? [Add Unlisted Vehicle](#)

Vehicles On Your Quote (order does not matter)

[No vehicles added to quote]

Fast, Responsive Claims Service Anytime Day or Night.

Quote# 658982618
 40 Dascomb Road Andover, MA 01810
 0 Vehicles
 1 Driver Jared M. Spool

Help & Common Questions
 Do I need to add all vehicles in my household?
 What kind of claims service will I receive?
 What is Progressive's concierge level of claims service?

View all help topics

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Name & Address Vehicles Drivers Final Details Your Rate

Provide Vehicle Details - 2007 Toyota Camry

2007 Toyota

Primary vehicle use: Personal (to/from work, school, errands)

How many miles is this vehicle driven to work or school one way?

Estimated annual mileage (Average is 12,000 - 15,000) : 12000

Zip code where the vehicle is primarily kept: 01810

Specific zip code location:

Own or lease vehicle:

Is this vehicle equipped with an anti-theft device? Yes No

Quote# 658982618
 40 Dascomb Road Andover, MA 01810
 1 Vehicle 2007 Toyota Camry
 1 Driver Jared M. Spool

Help & Common Questions
 What does 'primary' vehicle use mean?
 What kind of claims service will I receive?

View all help topics

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Name & Address Vehicles Drivers Final Details Your Rate

Provide Details for Jared

Ensure the **registered owner** of the vehicle is a listed driver.

Gender: Male Female

Marital status:

Primary residence insurance:

Current U.S. or Canadian license status: Valid

Social Security number: - -

Age first licensed in the U.S., Canada, or U.S. Territories: 16

Have you moved in the last 60 days? Yes No

Has this driver had any:
 • At Fault Accidents in the last 5 years, or
 • Not At Fault Accidents, Claims or Violations in the last 3 years?
 Yes No

Quote# 658982618
 40 Dascomb Road Andover, MA 01810
 1 Vehicle 2007 Toyota Camry
 1 Driver Jared M. Spool

Help & Common Questions
 Why do you ask for my Social Security number?
 Should not at fault accidents be included?
 What should I do if one of my drivers needs an SR22?

View all help topics

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Name & Address Vehicles Drivers Final Details Your Rate

Provide Final Details

Primary e-mail address: We will not sell your e-mail address

Do you have any additional policies in the household (motorcycle/boat/RV)? Yes No

Are all members of your household covered by health insurance? Yes No

How many residents live in the home? This includes the drivers you listed, excluded drivers, children and roommates.

Progressive Insurance History
 Do you have any policies with Progressive other than auto? Yes No

Auto Insurance History
 Current Company: AMICA Mutual Group
 BI Limits: \$100,000/\$300,000
 Number of Years: Less than 1 year [Edit Auto Insurance History](#)

Your pets are part of your family - enjoy our complimentary Pet Injury Coverage.*
 * Free when you purchase collision coverage.

Quote# 658982618
 40 Dascomb Road Andover, MA 01810
 1 Vehicle 2007 Toyota Camry
 1 Driver Jared M. Spool
 0 violations

Help & Common Questions
 Who are considered residents?
 How will you use my e-mail address?
 Does being on my parents' policy mean I had prior insurance?

View all help topics

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Name & Address Auto Information Residency Information Your Rate

Bundle your Auto & Home for big savings!

6 month Auto Options 12 month Home Options

Pay-in-Full \$509
 6 payments of \$103.69
 Auto Payment Plans [Learn more](#)

Save even more when you bundle!
 You're only 5 minutes or less from a great Home or Rental quote.

View Coverages & Buy **Start Quote**

Your Shopping Cart
 Your cart is currently empty. To add to your cart, view coverages for Auto or Residency. [Continue to Buy](#)

Your Quote Information
 1 Vehicle / 1 Driver
 Quote #658982618

Auto Shopping Tools
 > Get Comparison Rates
 > Name Your Price

More Insurance Choices
 > Motorcycle/ATV
 > Boat/Watercraft
 > RV/Motor Home
 > Other Options

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Talk to Me

Name & Address Auto Information Residency Information **Your Rate**

Bundle your Auto & Home for big savings!



6 month Auto Options



12 month Home Options

Pay-in-Full

\$509

6 payments of

\$103.69

Auto Payment Plans

[Learn more](#)

[View Coverages & Buy](#)

Save even more when you bundle!

You're only 5 minutes or less from a great Home or Rental quote.

[Start Quote](#)

Your Shopping Cart

Your cart is currently empty.

To add to your cart, view coverages for Auto or Residency.

[Continue to Buy](#)

Your Quote Information



1 Vehicle / 1 Driver

Quote #658982618

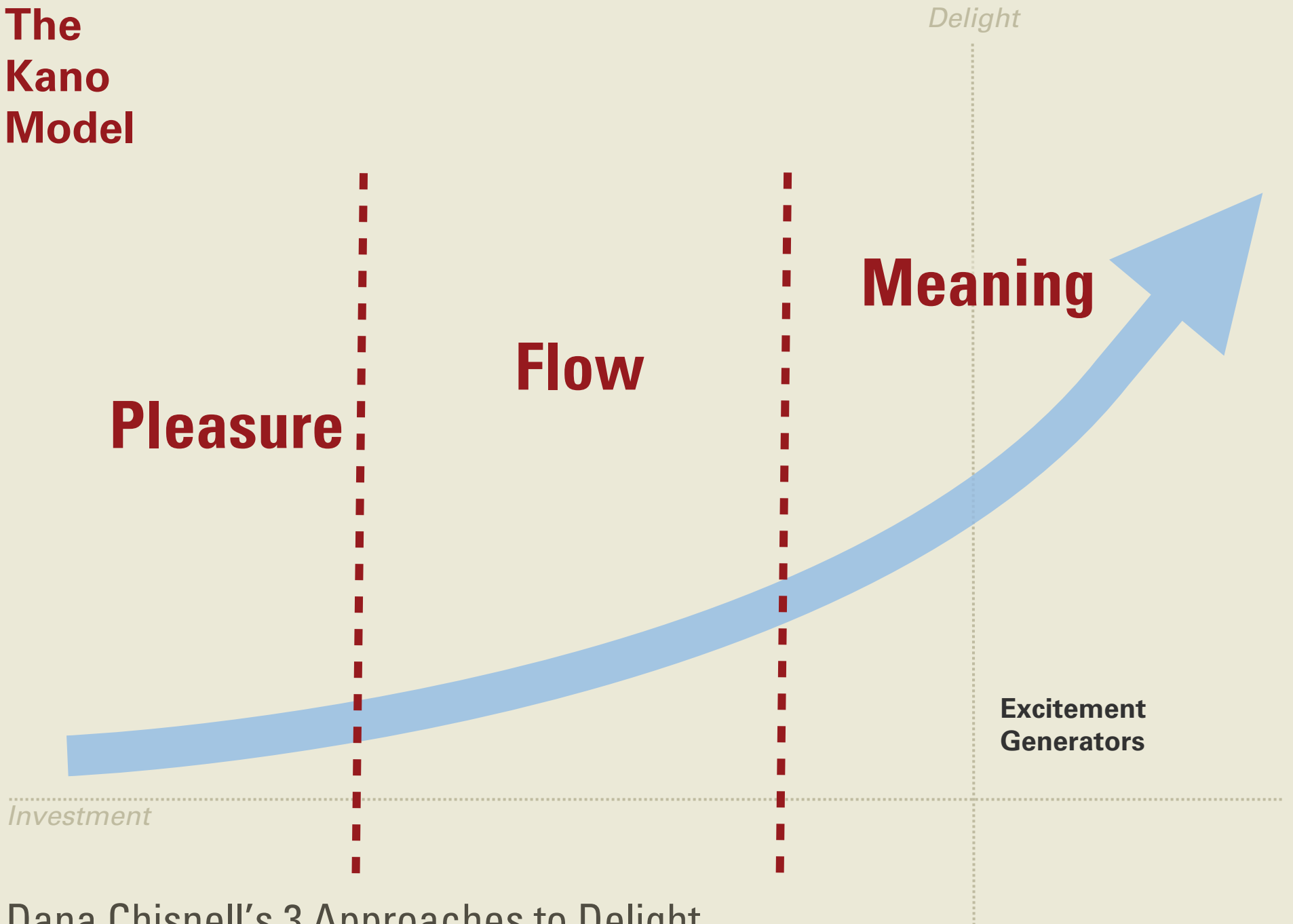
Auto Shopping Tools

- > [Get Comparison Rates](#)
- > [Name Your Price](#)

More Insurance Choices

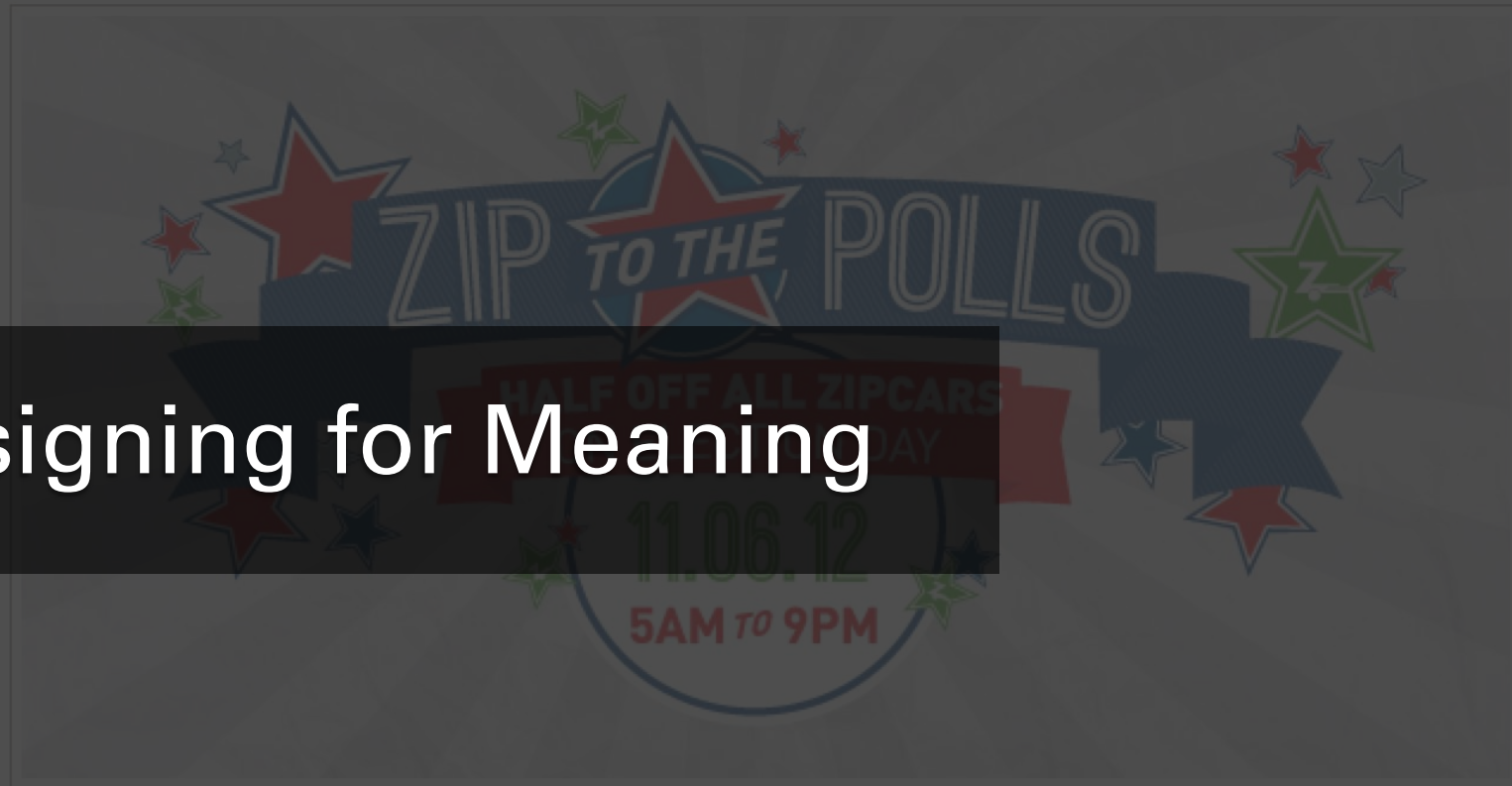
- > [Motorcycle/ATV](#)
- > [Boat/Watercraft](#)
- > [RV/Motor Home](#)
- > [Other Options](#)

The Kano Model



Dana Chisnell's 3 Approaches to Delight

Designing for Meaning



snag 50% off your election day reservation

Vote when you want on Election Day. Whether that's during your lunch break, between errands or maybe after a date, we want to make it easy. Plus, we're working with [Rock the Vote](#) to encourage Zipsters to be active in their communities. Register to vote on our [Facebook page](#), find your polling place and then zip to the polls on November 6.

[Get started now.](#)



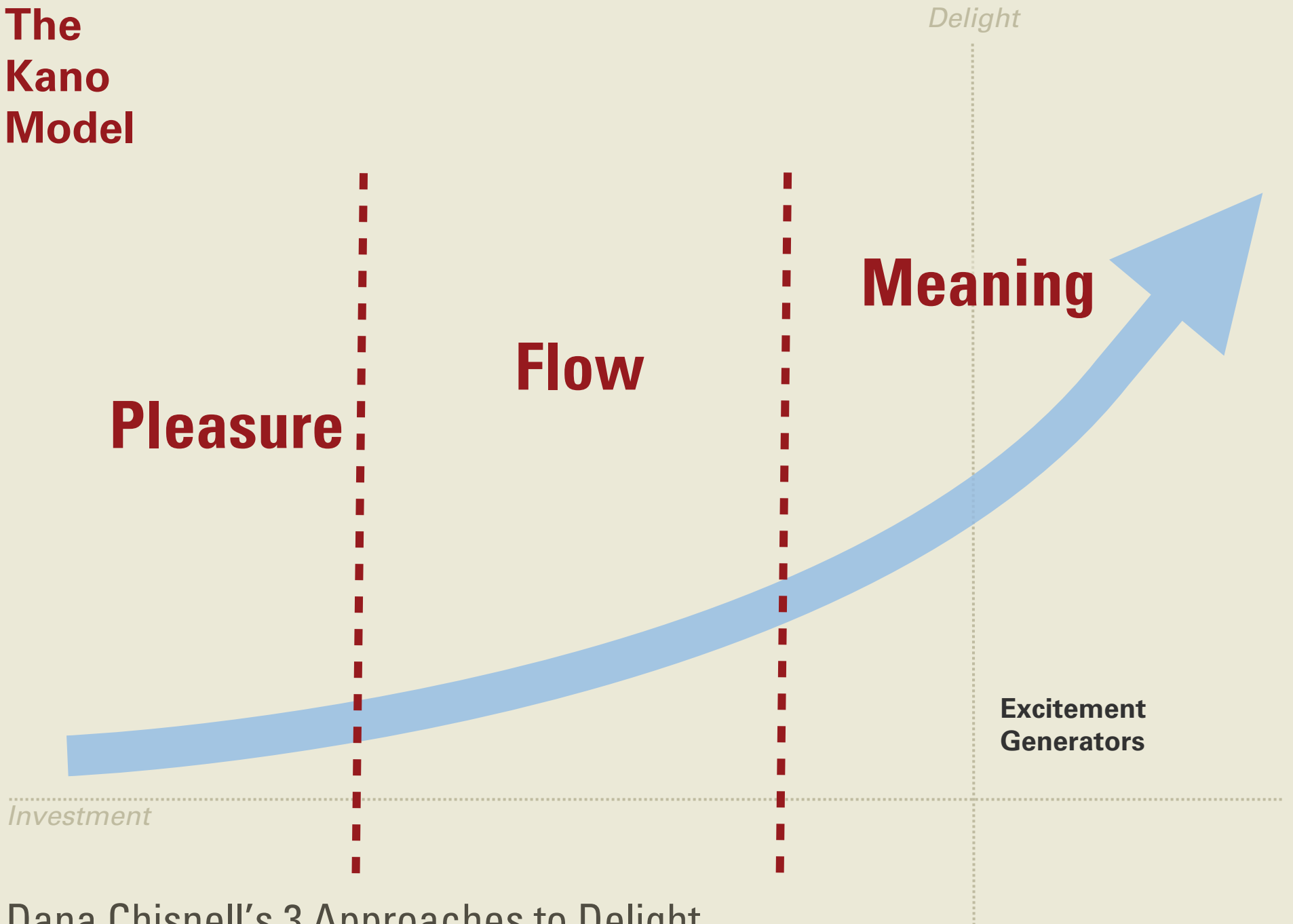
snag 50% off your election day reservation

Vote when you want on Election Day. Whether that's during your lunch break, between errands or maybe after a date, we want to make it easy. Plus, we're working with [Rock the Vote](#) to encourage Zipsters to be active in their communities. Register to vote on our [Facebook page](#), [find your polling place](#) and then zip to the polls on November 6.

Get started now.



The Kano Model

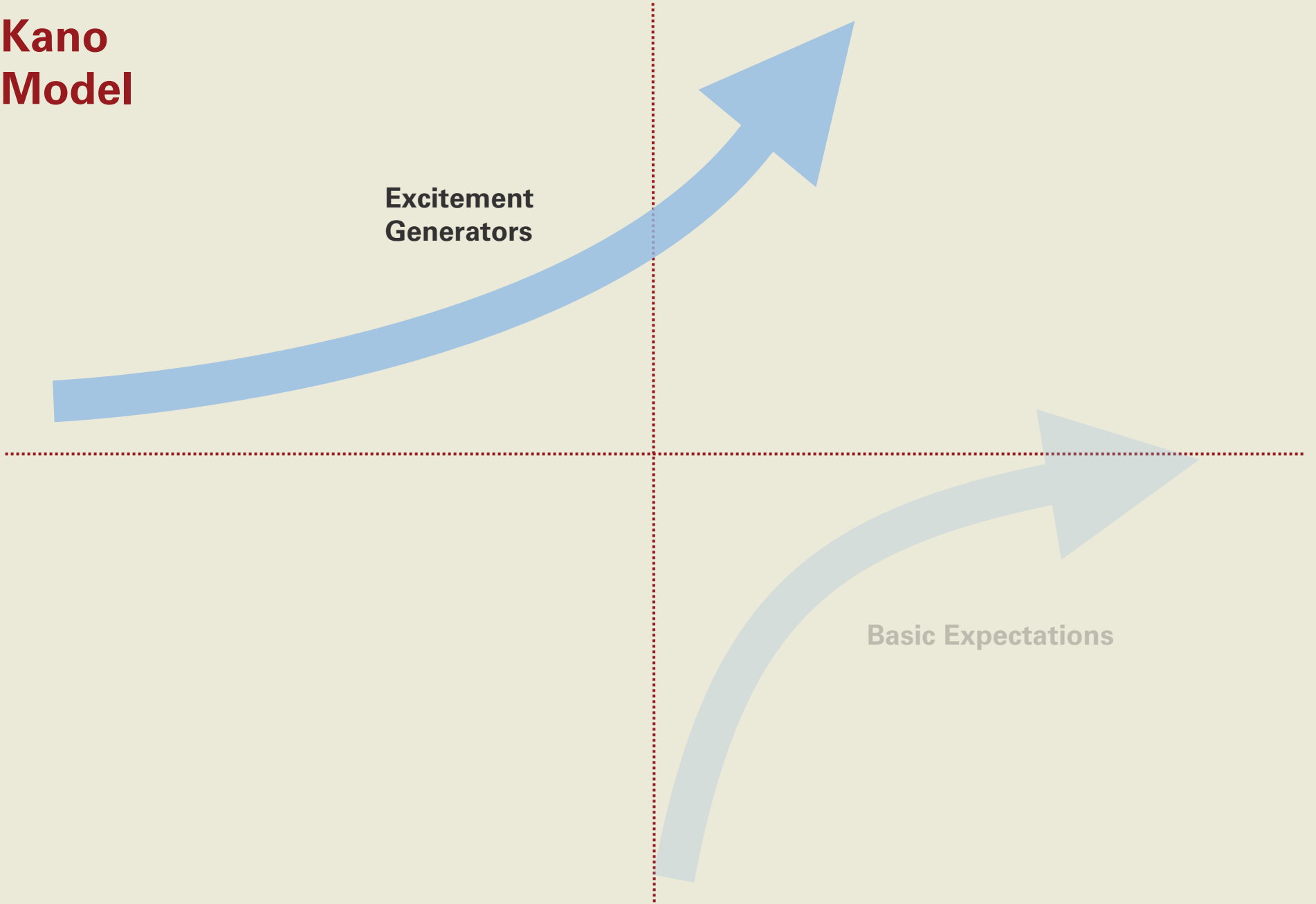


Dana Chisnell's 3 Approaches to Delight

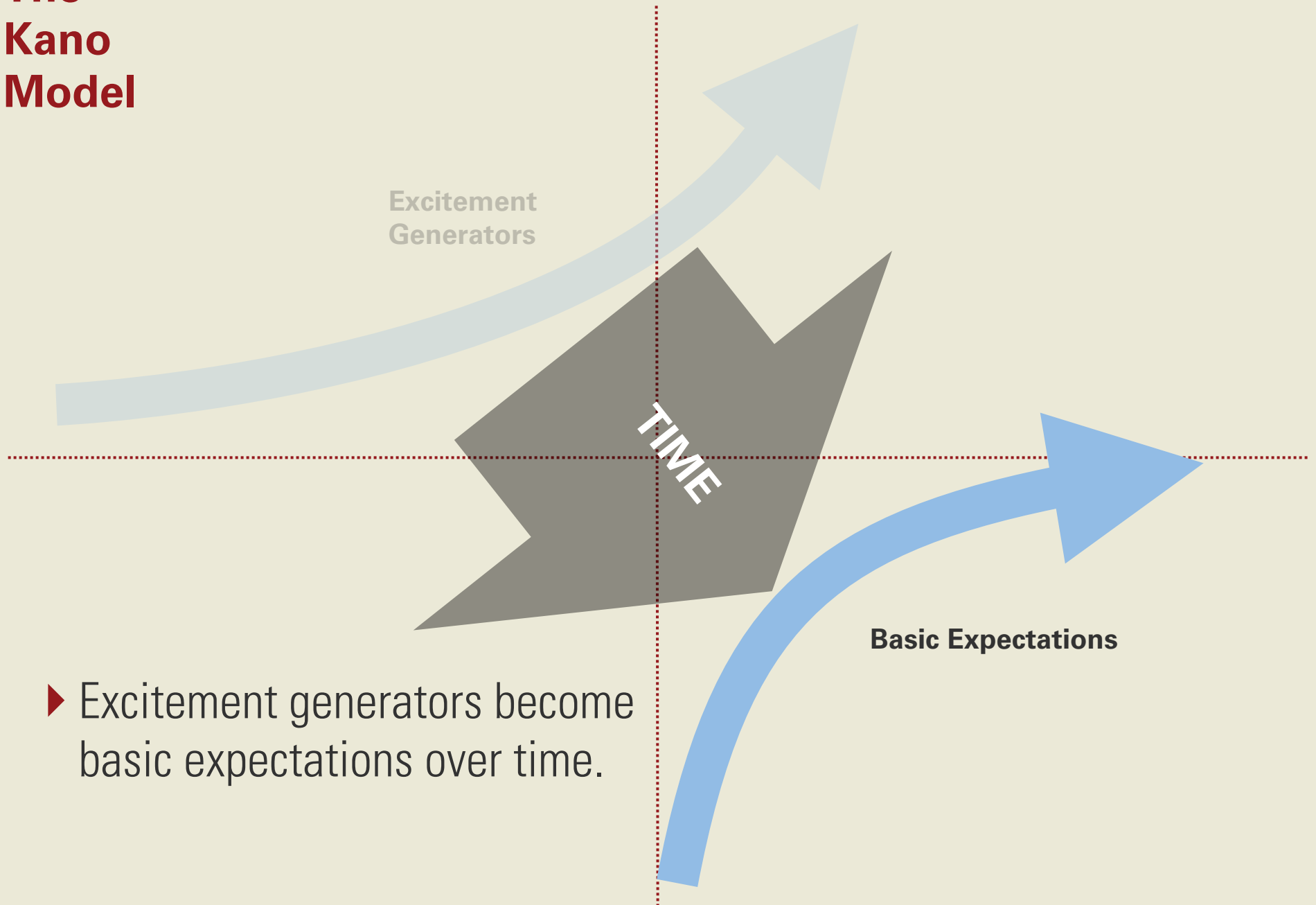
The Kano Model

**Excitement
Generators**

Basic Expectations



The Kano Model



- ▶ Excitement generators become basic expectations over time.

UX Strategy: Excitement Generators

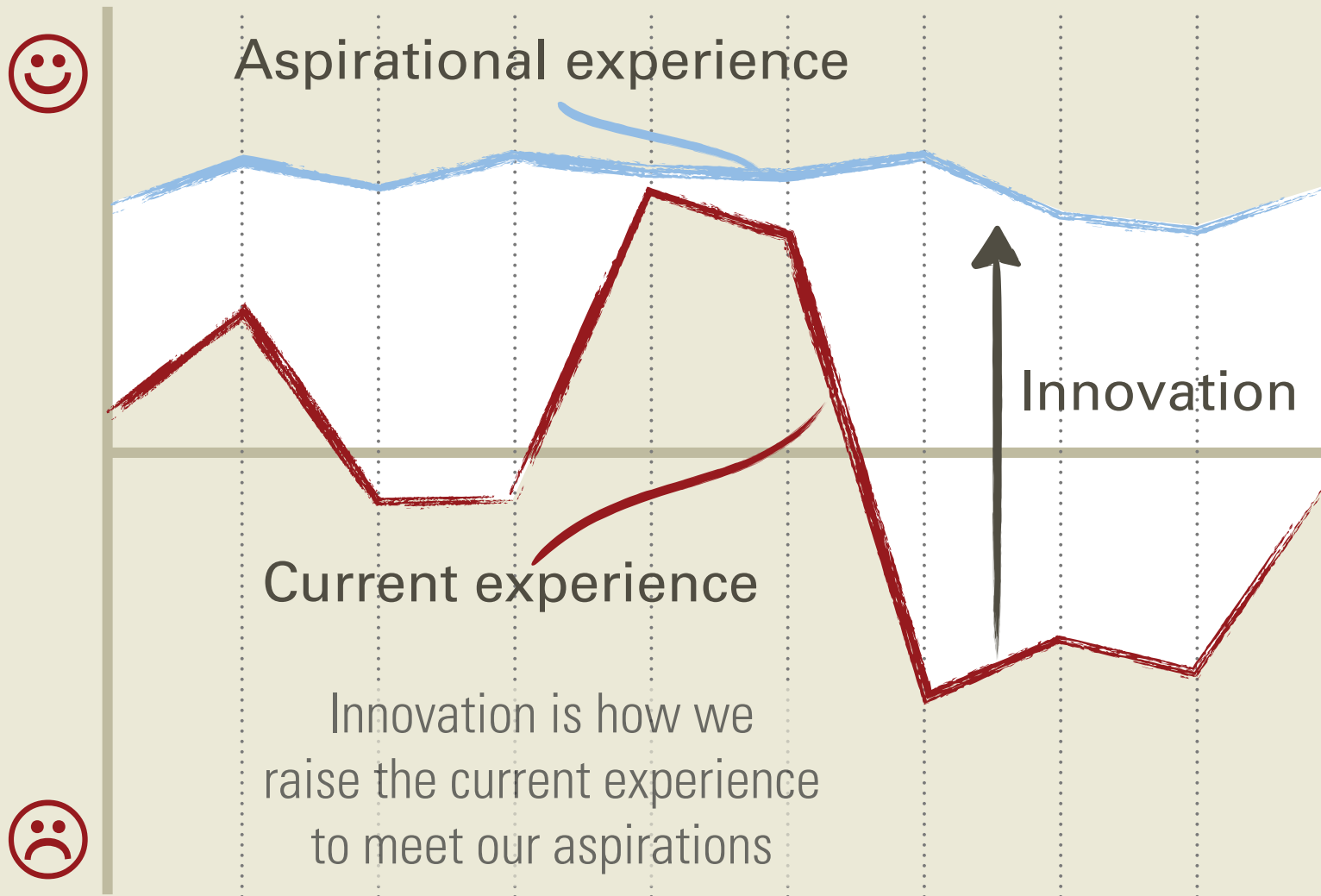
- ▶ 3 approaches to delight (from Dana Chisnell's research)
 - ▶ Pleasure, flow, and meaning
- ▶ Pleasure is least expensive; meaning is hardest to do well.
- ▶ Delighters will eventually become basic expectations.



The role of innovation



Customer Journey Map





| | | | |
|--|--|--|---------------------|
| 34128.10 | | 494.86 | |
| d Control number | Dept. 100 | Corp. AABB | Employer use only A |
| c Employer's name, address, and ZIP code MAJOR COMPANY 123 MAIN STREET SAN DIEGO, CA 92130 | | | |
| b Employer's FED ID number 00-1234567 | a Employee's SSA number 123-45-6789 | | |
| 7 Social security tips | 8 Allocated tips | | |
| 9 Advance EIC payment | 10 Dependent care benefits | | |
| 11 Nonqualified plans | 12a See instructions for box 12 C 27.00 | | |
| 14 Other CASDI 375.41 | 12b D | | |
| | 12c | | |
| | 12d | | |
| | 13 Stat emp Ret. plan 3rd party sick pay | | |
| e/f Employee's name, address and ZIP code JANE HORTON 143 BRAND BLVD. SAN DIEGO, CA 92122 | | | |
| 15 State CA | Employer's state ID no. 000-442988 | 16 State wages, tips, etc. 31128.10 | |
| 17 State income tax 1203.28 | | 18 Local wages, tips, etc. 0 | |
| 19 Local income tax 0 | | 20 Locality name 0 | |
| W-2 Federal Filing Copy Wage and Tax Statement | | | |

Innovation





Word 'Innovate' Said 650,000 Times At SXSW So Far

NEWS IN BRIEF · Entertainment · News · ISSUE 49·11 · Mar 11, 2013



AUSTIN, TX—Four days into the culture and technology component of the South by Southwest festival, event organizers confirmed Monday that the word “innovate” has been spoken 650,000 times thus far. “Based on our estimate, the word ‘innovate’ at a rate of 8.2 times per hour.”


Innovation is not adding
new inventions.






Innovation is not adding
new inventions.

Innovation is adding
new value.



The shift from
features to
themes



Roadmaps

Release +1

Release +2

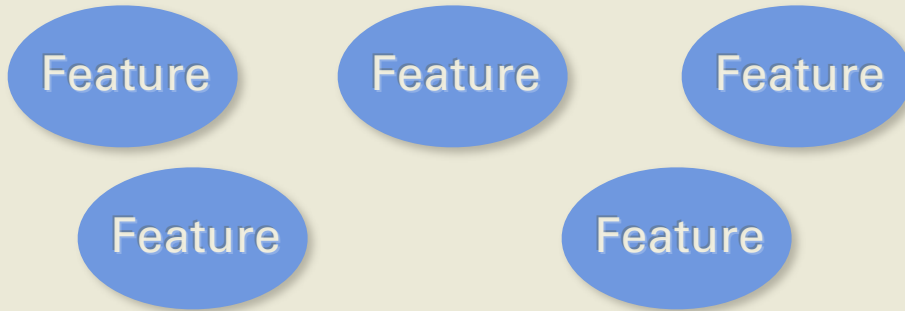
Release +3

Release +4

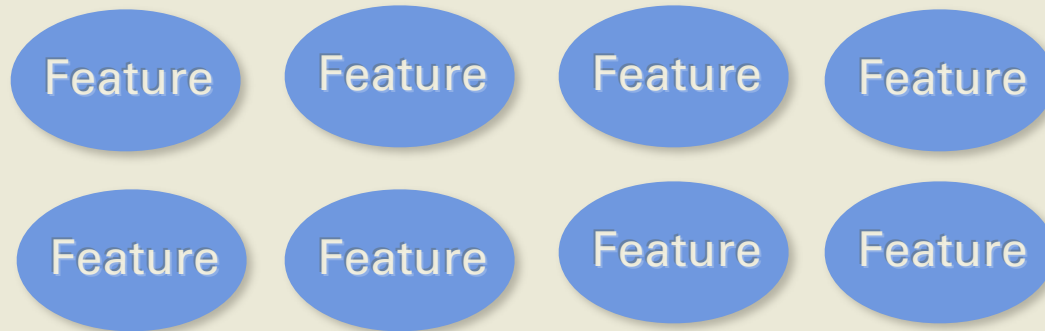
Release +1
3 new features



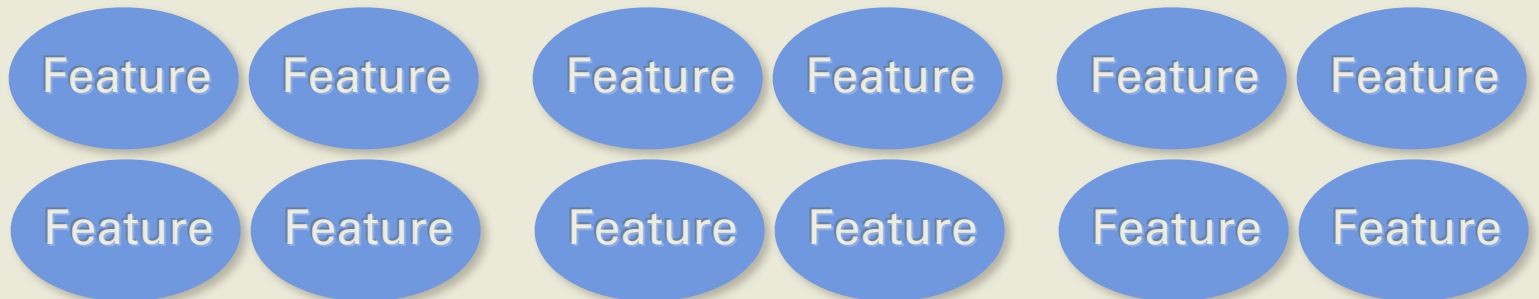
Release +2
5 new features



Release +3
8 new features



Release +4
12 new features





Bruce McCarthy



Roadmap **Themes**:
Replacing features with the
customer problems to solve.

Bruce McCarthy

Release +1

Feature

Feature

Feature

Release +2

Feature

Feature

Feature

Feature

Feature

Release +3

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Release +4

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Feature

Release +1

Customer Problem

Customer Problem

Customer Problem

Release +2

Customer Problem

Customer Problem

Customer Problem

Release +3

Customer Problem

Customer Problem

Release +4

Customer Problem

Customer Problem

Customer Problem

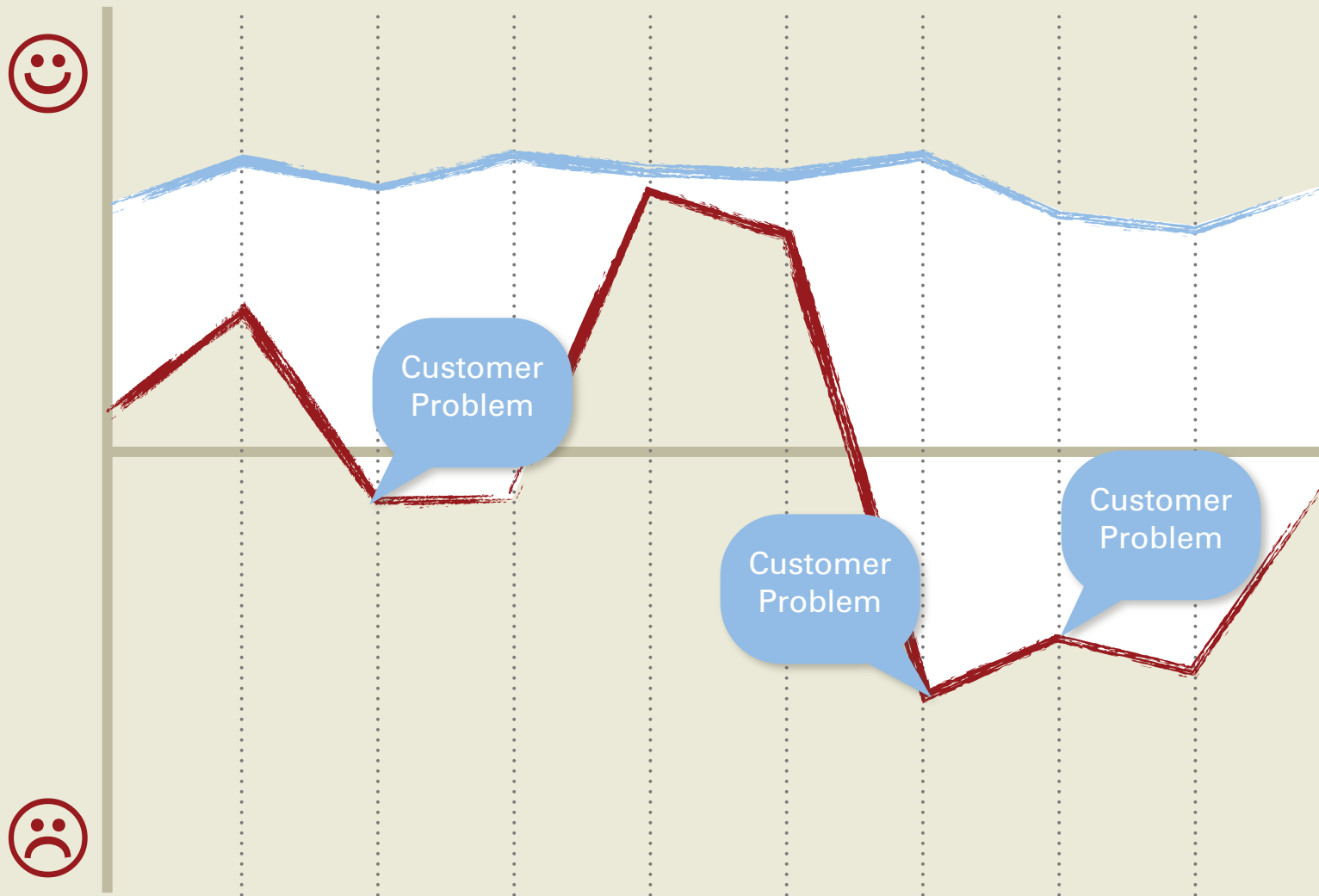


Great designers don't fall
in love with their solutions.

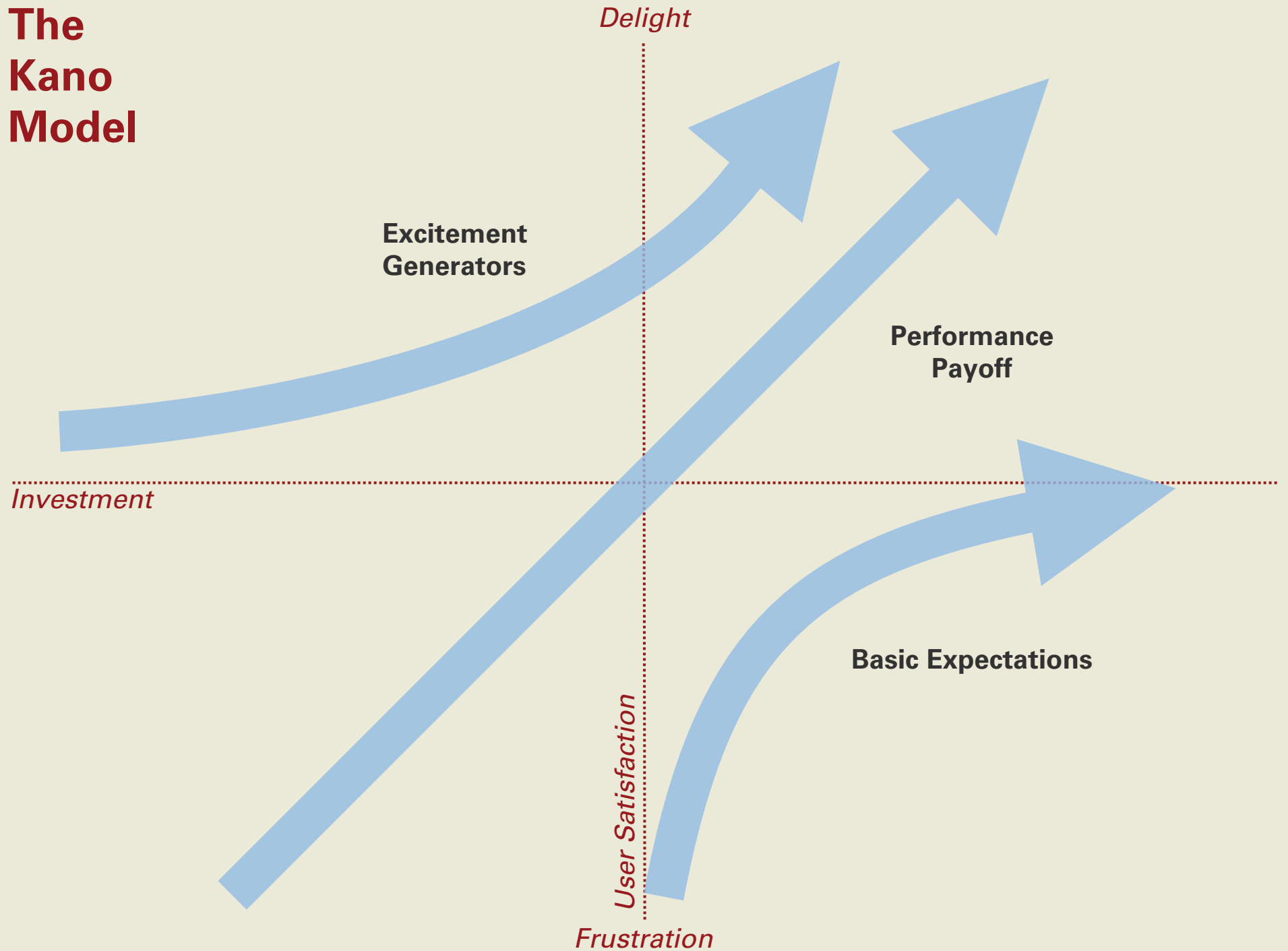
Great designers don't fall
in love with their solutions.

Great designers fall in love
with the problem.

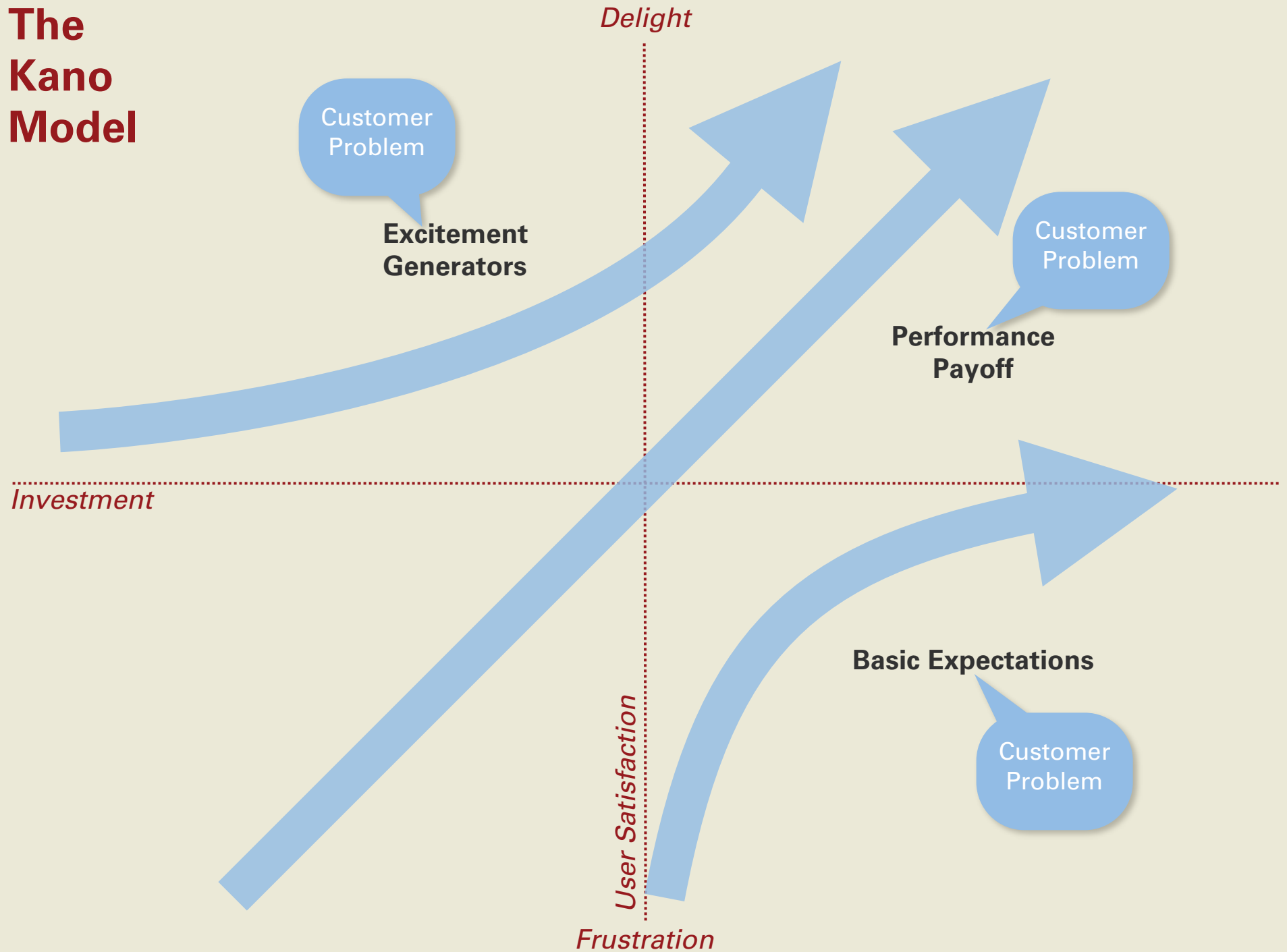
Customer Journey Map



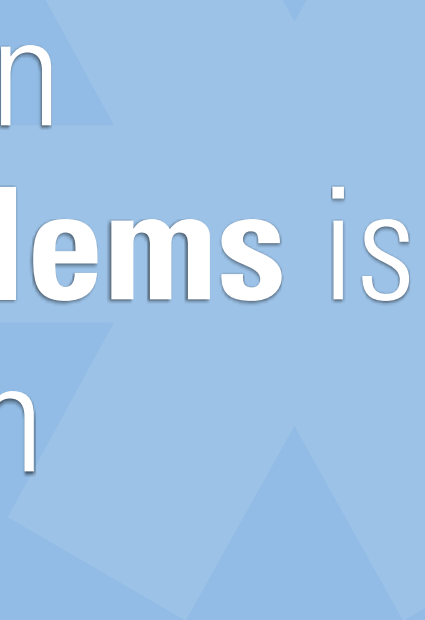
The Kano Model



The Kano Model



A strategy based on
solved user problems is
a strategy based on
user experience.



Building 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.
- ▶ Use themes to focus on innovative ways to add value.
- ▶ Drive product roadmaps based on solving the users' problems.

Find me at:

 **uie.com**

 **jspool@uie.com**

Don't forget to connect to me on the LinkedIn.

 **@jmspool**

Go ahead! Follow me on the Twitters.

uie^{*}



SEMINAR SPOTLIGHT

Explore the Possibilities of Ultra-Contextual Design

presented by Abi Jones

Hunches, Instincts, and Trusting Your Gut

Team Management



Mapping the User Experience

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Just Added

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- The Why of jQuery Mobile

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Hunches, Instincts, and Trusting Your Gut

Team Management

Mapping the User Experience



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