



REAPING THE FULL POWER OF KANO MODEL FOR PRODUCT INNOVATION

An exclusive two-day master class with the world's foremost expert on identifying and developing customer 'exciters'—the key to sustainable market leadership



A unique opportunity to learn directly from the master, **DR. NORIAKI KANO**, in a rare, one-time visit from Japan

- How do you differentiate products and services from your competitors'?
- What will customers pay a premium for?
- How do you remain steps ahead of changing markets and technologies?

**OCTOBER 4-5, 2006
HOTEL DEL CORONADO, SAN DIEGO, CA**



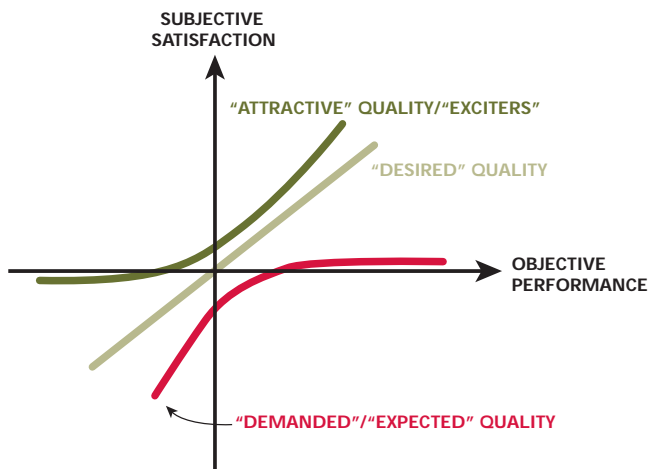
REAPING THE FULL POWER OF KANO MODEL FOR PRODUCT INNOVATION

Two-day master class with Dr. Noriaki Kano

OCTOBER 4-5, 2006 • HOTEL DEL CORONADO • SAN DIEGO, CA

Why this master class is important to you

As product proliferation and commoditization reach an all-time high, the need for innovation and differentiation has never been greater. However, while businesses around the world strive to understand customer needs and uncover the 'next big thing,' the results are often disappointing.



Why is this so? Customers are unpredictable and fickle; their expectations are constantly shaped and reshaped by competitors, new technologies, and emerging social and cultural trends. To further complicate matters, many critical customer requirements often remain unspoken. Even if we somehow obtain the customer requirements, another thorny problem remains — how to understand the importance or priority customers place on these requirements.

Traditional approaches from market research in the West and quality improvement techniques from Japan, while necessary and useful, are often insufficient.

Kano Model addresses this dilemma. The fundamental underpinning of the model, based on the seminal work of Dr. Noriaki Kano, classifies customer requirements into the following five major groupings, each with its own characteristics:

1. Demanded (expected, must-have)
2. Desired
3. Attractive (exciters, delighters)
4. Indifferent
5. Reverse

The Kano Model is complemented by techniques for creating attractive features. By applying this approach, the must-haves, exciters, and true differentiators become readily apparent and product development efforts can then focus on the attributes that customers will not only be attracted to, but will pay a premium for. Further, time and resources will not be expended on features that may not only be unimportant to customers, but could turn them away.

Important note:

Many companies believe they use Kano Model as part of their product development efforts, but few in this country actually apply it correctly or with rigor. The master class will teach you to use the Kano Model powerfully as it has been used in Japan and by leading companies around the world such as **Konica-Minolta, Komatsu, Procter & Gamble, Honda, Matsushita, General Motors, Hewlett-Packard, Plug Power, Nokia, 3M, Toyota, Juki, Tata Steel, Hill-Rom and Siam Cement.**

Who Should Attend

Recommended for executives and managers responsible for new product development, innovation, strategic planning, quality, marketing and product management. Open to all levels of experience and suitable for any industry or company size; the only prerequisite is a genuine desire to learn from one of the true gurus of our time. Cross-functional teams will derive the additional benefit of joint planning under the guidance of Dr. Kano. *(Group discounts are offered as well — see page 7)*

To ensure optimum interaction and individual attention, the class is limited to 75 participants. Early reservations are advised.

About the Program Leaders

The program will be led and facilitated by **Dr. Noriaki Kano** and **Dr. Roger Vardan**. Dr. Kano has been recognized for his groundbreaking methodology with the Deming Prize, the highest honor of its kind in Japan. For the past 20 years, Dr. Kano and his associate Dr. Roger Vardan have taught and successfully applied this methodology for product and service innovation at leading companies around the world.



DR. NORIAKI KANO
Chairman
Kano Quality Research Institute
Tokyo, Japan

Dr. Noriaki Kano is a world-renowned pioneer in Total Quality Management and customer satisfaction. He has been a long-time Professor in the Department of Management Science at Tokyo University of Science. In 1997, Dr. Kano was awarded the Deming Prize for individuals, the highest honor of its kind in Japan for his ground-breaking theory on “Attractive Quality” and his contributions to Quality Circles. He has won numerous other awards such as the Lancaster Medal from the American Society of Quality and the Nikkei Quality Control Literature Prize on multiple occasions. He currently serves as the Chairman of the prestigious Deming Applications Prize Committee and as Board Director of the Japanese Union of Scientists and Engineers (JUSE). Earlier he had also served as the President of the famous Japanese Society for Quality Control (JSQC). Dr. Kano is the founding chairman of the Asian Network for Quality (ANQ) and a member of the International Standards Organization (ISO). Dr. Kano has been a visiting faculty at leading universities throughout the world and consults with many companies in Japan, rest of Asia, and the US.



DR. ROGER VARDAN
Managing Director, Strata-gems
& Executive in Residence
Johnson School of Management
Cornell University

Dr. Roger Vardan is the Managing Director of Strata-gems, an international management consultancy, which provides strategy consulting to leading companies around the world. He also serves as an Executive in Residence at the Johnson School of Management at Cornell University and is affiliated with its Center for Sustainable Global Enterprise. Previously, he directed global strategy for the Powertrain Group at General Motors, where he led strategy development in such diverse areas as value chain design, global business alliances, new product development and marketing. Dr. Vardan has been an active member of the Sustainability Consortium, consisting of progressive multinational companies collectively striving toward sustainability, and consults with the consortium’s member companies. He also serves as a consultant to premier business organizations in India and Japan. Over the years Dr. Vardan has been collaborating with world-renowned strategic thinkers, including Dr. Noriaki Kano of Japan, and Dr. Peter Senge of MIT. He is a frequent speaker at many international conferences and leading academic institutions.

Program Agenda

Wednesday, October 4, 2006

- 7:00 – 8:00 **Registration and Continental Breakfast**
- 8:00 – 8:10 **Welcome, Management Roundtable**
- 8:10 – 8:30 **Seminar Introduction and Objectives**
Dr. Roger Vardan
- 8:30 – 10:30 **INTRODUCTION TO THE KANO MODEL & APPLICATIONS**
Dr. Noriaki Kano
- Quality Evolution
 - Understanding the Elements of Customer Satisfaction
 - Objective Performance (manufacturer's view) vs. Subjective Satisfaction (customer's view)
 - Kano Model Classifications: what they mean & how to use them
 - Case Examples
- 10:30 – 10:45 **Refreshment Break**
- 10:45 – 12:15 **IMPLEMENTING KANO MODEL IN YOUR ORGANIZATION**
Dr. Roger Vardan
- Implementation Basics
 - Role of Market Segmentation
 - Kano Model Dynamics
 - Setting up Work Teams; Selling to Senior Management
 - Helpful Hints & Pitfalls to Avoid
- 12:15 – 1:30 **Luncheon**
- 1:30 – 2:30 **Case Study:** *Harold Ross, Technical Director, General Motors & Ramesh Gowda, Senior IT Manager, General Motors*
- KANO MODEL APPLICATIONS: EXPERIENCE FROM THE AUTOMOTIVE INDUSTRY**
- Using Kano Model in Defining New Vehicles
 - Developing New Features for Automobiles

The Distinguished Speakers



DR. KYLE SMITH
President & CEO
Reell Corporation



MARK SPERRY
Chief Marketing Officer
Plug Power

- Dealing with Vehicle Features vs. Functions
 - Setting Vehicle Requirements
 - Differentiating between Vehicle Brands
- 2:30 – 3:30 **Case Study:** *Mark Sperry, Chief Marketing Officer, Plug Power & Troy Scriven, Product Marketing Manager, Plug Power*
- USING KANO MODEL TO GUIDE THE DEVELOPMENT OF A FUEL CELL-BASED POWER SYSTEM**
- Issues related to developing completely new products and technologies
 - How we used Kano Model in developing our GenSys® Power System
 - Transforming marketing requirements to engineering requirements
 - Balancing customer needs against organizational capabilities
 - Communicating customer priorities to the product teams
- 3:30 – 3:45 **Refreshment Break**
- 3:45 – 5:15 **FACILITATED GROUP EXERCISE**
Dr. Kano and Dr. Vardan
- Kano Model Application to a Consumer Product
- 5:15 – 5:30 **WRAP-UP OF DAY ONE LEARNINGS**
Dr. Kano and Dr. Vardan
- Re-cap what was learned and set the stage for next day which will focus on Advanced Kano concepts such as Attractive Quality / Exciters Creation and Product Strategy
- 6:00 – 8:00 **RECEPTION AND DINNER**

These industry practitioners will share their Kano Model implementation experiences:

ERRY
ing Officer



HAROLD ROSS
Technical Director
General Motors



TROY SCRIVEN
Product Marketing Manager
Plug Power



RAMESH GOWDA
Senior IT Manager
General Motors

Thursday, October 5, 2006

7:30 – 8:00 **Continental Breakfast**

8:00 – 10:30 **REAPING THE FULL VALUE OF ATTRACTIVE QUALITY CREATION** *Dr. Noriaki Kano*

- Characteristics of Attractive Quality
- Unlocking the latent needs of the customer
- Case Study: Konica Camera
- Case Study: Juki Industrial Machine
- Case Study: Siam Cement
- General Guidelines for creating Attractive Quality

10:30 – 10:45 **Refreshment Break**

10:45 – 12:00 **LINKING THE KANO MODEL TO PRODUCT STRATEGY** *Dr. Roger Vardan*

- Adoption Curve & Kano Model
- Finding Opportunities Across the Value Chain
- Using Competitive Evaluations with the Model
- Product Cadence & Option Packaging
- Product Strategy vs. Portfolio Strategy

12:00 – 1:15 **Luncheon**

1:15 – 2:45 **KANO MODEL IMPLEMENTATION ROUNDTABLE**

Roundtable Moderator:
Dr. Roger Vardan

Roundtable Presenters:
Dr. Noriaki Kano; Dr. Kyle Smith, President & CEO, Reell Corporation;

Troy Scriven, Product Marketing Manager, Plug Power; and Harold Ross, Technical Director, General Motors

- How was your project received within your company? What worked and what didn't?
- How do you deal with the situation when you have multiple customer bases?
- Doing the Kano survey in-person vs. phone vs. on-line — what are your experiences?
- How do you compare the Kano approach to other traditional approaches?
- How do you capture organizational learning within your company?

2:45 – 3:00 **Refreshment Break**

3:00 – 3:45 **TAKING THE KANO MODEL TO THE NEXT LEVEL: ACHIEVING SUSTAINABLE INNOVATION** *Dr. Roger Vardan*

- Putting Sustainability in context
- Kano Model as a framework for sustainability
- The role of Scenario Planning
- Dynamics underlying the model and sustainability
- Keeping Product & Service Innovation on a sustainable path

3:45 – 4:15 **FINAL Q&A** *Dr. Noriaki Kano and Dr. Roger Vardan*

4:15 **Session Concludes**



Key Benefits

By participating you will learn:

- ✦ *How to tap into unspoken customer needs and priorities*
- ✦ *How the Kano Method has been applied by successful Japanese companies such as Konica-Minolta, Komatsu, Honda, and others — and what Western firms can learn from these examples*
- ✦ *How to identify the customer excitors that will command a premium price — at the earliest stage of product definition*
- ✦ *How to gain buy-in and consensus among senior management, marketing, and engineering*
- ✦ *Advanced Kano concepts such as Attractive Quality/Excitors Creation and Product Strategy*
- ✦ *When and how to use Kano for product and service differentiation — how it compares with traditional approaches such as QFD, Conjoint, Brainstorming, etc.*
- ✦ *How Kano Model enabled Plug Power to create a breakthrough product which is now the leader its market*
- ✦ *How to implement and integrate Kano with other innovation initiatives*
- ✦ *How to tie the Kano Model to product planning and long-range strategy*
- ✦ *How to use Kano Model as a strategic weapon against disruptive technologies and global competition*
- ✦ *How to leverage product and service innovation opportunities across the value chain*

Key Deliverables

Implementation roadmap to apply Kano Model for sustainable innovation

Rare opportunity to learn directly from Dr. Kano in an intimate setting

Exercises provide hands-on application experience

Implementation case studies by industry practitioners provide real-world “how-to’s”

Wrap-ups and full set of reference materials capture key learnings to share with others upon return to your organization

Roundtable session offers practical implementation advice from leading practitioners

Opportunity for follow-up discussion on your specific cases with Dr. Kano and Dr. Vardan

Form new relationships with peers and colleagues from other companies

SPECIAL FEATURES

- Exceptional experience on all dimensions — learning, networking, service, venue
- Master class fosters breakthrough thinking
- Reception and social dinner furthers idea-sharing and interaction with peers from other companies
- Participants attending with two (or more) others from their company receive discounted rates; total attendance is capped to ensure optimum interaction and individual attention

ABOUT MANAGEMENT ROUNDTABLE



The Management Roundtable (MRT) is the foremost knowledge and networking resource for industry practitioners involved in product, service, technology, and business development.

Practitioner-oriented and unbiased, MRT's focus is on strategies and processes that enable speed, innovation, profitability, and overall competitive advantage. Through its highly regarded conferences and publications, MRT has helped companies achieve their objectives since 1980. Its newest membership offering, the Management Roundtable *FastTrack*, (<http://fasttrack.roundtable.com>) offers direct, year-round access to leading-practice insights via teleconference and online reports.



San Diego's Grand Lady

*The oceanfront **Hotel del Coronado** is considered San Diego's Grand Lady of hotels. Just across the bay from downtown San Diego and only nine miles from the San Diego International Airport, the classic Southern California resort setting includes many unique shops and boutiques, a full-service Spa & Fitness Center and a host of restaurants. Extend your stay and relax — the hotel will also arrange tee times at one of several outstanding golf courses nearby. (Golf Digest named San Diego "One of the Top 50 Golf Destinations in the World" with over 90 courses in the region — from seaside settings to desert mountains to inland valleys.)*

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Program Information

Dates: *Reaping the Full Power of Kano Model for Product Innovation* will be held October 4-5, 2006. Registration and continental breakfast begin at 7am. Session begins 8am on Wed, Oct 4 and concludes 4:15pm on Thurs, Oct 5, 2006.

Location and Accommodations: The master class will be held at the *Hotel Del Coronado*, 1500 Orange Ave., Coronado, CA 92118. Please call **800.468.3533** (or 619.522.8490) for reservations and mention Management Roundtable to receive the special conference rate of \$249/person (a limited block of rooms is available — reserve early).

Program Fees: The program fee is **\$2595** and includes materials binder, breakfasts, luncheons, refreshment breaks and follow-up materials plus special networking reception and dinner on October 4.

Group Discounts: *Groups of 3 or more registering together may deduct \$200 per person.*

No Risk Guarantee: Your satisfaction is 100% guaranteed — money back or credit. If you are not satisfied with the quality of this program, let us know in writing and we will refund your registration fee.

Conference Attire: Business Casual

Cancellations/Substitutions: You may send a substitute attendee in your place at any time with no penalty (please inform us in advance, if possible). Cancellations made within 5 business days of the conference are subject to a \$200 cancellation fee or the full fee can be credited towards a future purchase. No-shows are liable for the full fee.

Special Note: If you have a disability that may affect your participation, please call us regarding your needs at least two weeks in advance of the conference.



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FOUR WAYS TO REGISTER:

- CALL:** 1.800.338.2223 or 781.891.8080
(weekdays, 9:00am-5:30pm EST)
- FAX:** 781.398.1889
- INTERNET:** www.ManagementRoundtable.com
- MAIL:** Reaping the Full Power of Kano Model for Product Innovation
c/o **Management Roundtable**
92 Crescent Street
Waltham, MA 02453

Please accept the following registration(s): *(please photocopy for additional people)*

Name Mr./Ms. _____

Business Title _____

Company _____

Division/Dept _____

Address _____

City/State/Zip _____ Country _____

Phone _____ Fax _____

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I would also like to join the Management Roundtable *FastTrack* (\$495/year) for continuous access to leading-practice insights and peer dialogues on product development and innovation. Please add to my total; membership will be activated upon receipt of payment.

PAYMENT INFORMATION

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