

Aligning Requirements - Marrying concepts from Kano, MoSCoW, and Modularity

Brian Cohn - 12 June 2021
ProductCamp Online



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About

- We help manufacturers accelerate development of the right products and services at the right quality
- You will be successful with us because:
 - We are experienced craftsmen instead of model experts. We start with your needs and wishes and guide you to build the solution
 - We have a long experience from the real world – we have walked the walk
 - We are specialists but have strategic partnerships that give us a broad reach
- Founded July 2020. 3 partners at 3 locations: USA, Germany and Denmark

How can we help?

Assessment

We can help you understand:

- The root cause of your challenge
- The constraints under which they need to be solved
- Business impact and prioritization of changes



Accelerate Innovation

We can help you implement:

- Effective portfolio and project management
- A learning and self-optimizing organization
- An agile and resilient culture



Project Success

We can help your projects:

- Achieve higher and faster return on investment
- Deliver according to customer expectations
- Turn-around if they are in trouble



Assessment



We start with ensuring we understand your challenges, so we are sure we help you solve them and not just implement the latest hyped models.

This is done through interviews and workshops, in-person or virtual. You only need to bring the right people – we take care of the rest!

At the end of the assessment, you receive a thorough report that you can use to make your own improvements or set us up for our next step together. You only commit as far as you desire – we will deliver useful value in every step.

And our assessments are fast: we and your full project & portfolio challenges in 1-2 weeks

Accelerate Innovation



Project Portfolio Management Strategy & Execution

A good operating model is essential to ensuring you deliver value to the right stakeholders. We can help you:

- Define the right strategy and services
- Build your organization & competences
- Build the right metrics and measure effectively

Continuous Improvement

We can help you setup an agile improvement engine that delivers value to your stakeholders by optimizing your setup, processes & tools fast and constantly. We can be there from definition, getting it up and running, defining how to measure, and helping you tweak it to run optimally

Processes & Tools

We have a solid toolbox with both traditional, lean and agile tools and ways of working that we can pick from and adapt to your needs and challenges

Project Success



Project Startup

If you have an important project, you want to make sure gets started the right way, we can help you! From coaching your project manager for success to starting it up ourselves and building the project management competences to take it over

Project Recovery

If you have a project that is in trouble, we can help you get it back on track. Either by taking it over temporarily or by coaching your organization to success



Brian Cohn

Partner

35 years of experience in continuous improvement in project and portfolio management

25 years of experience in Product Development transformations



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Junior Partner

Intern co-op student, bachelor thesis in project governance

Brings fresh perspectives and a modern way of working



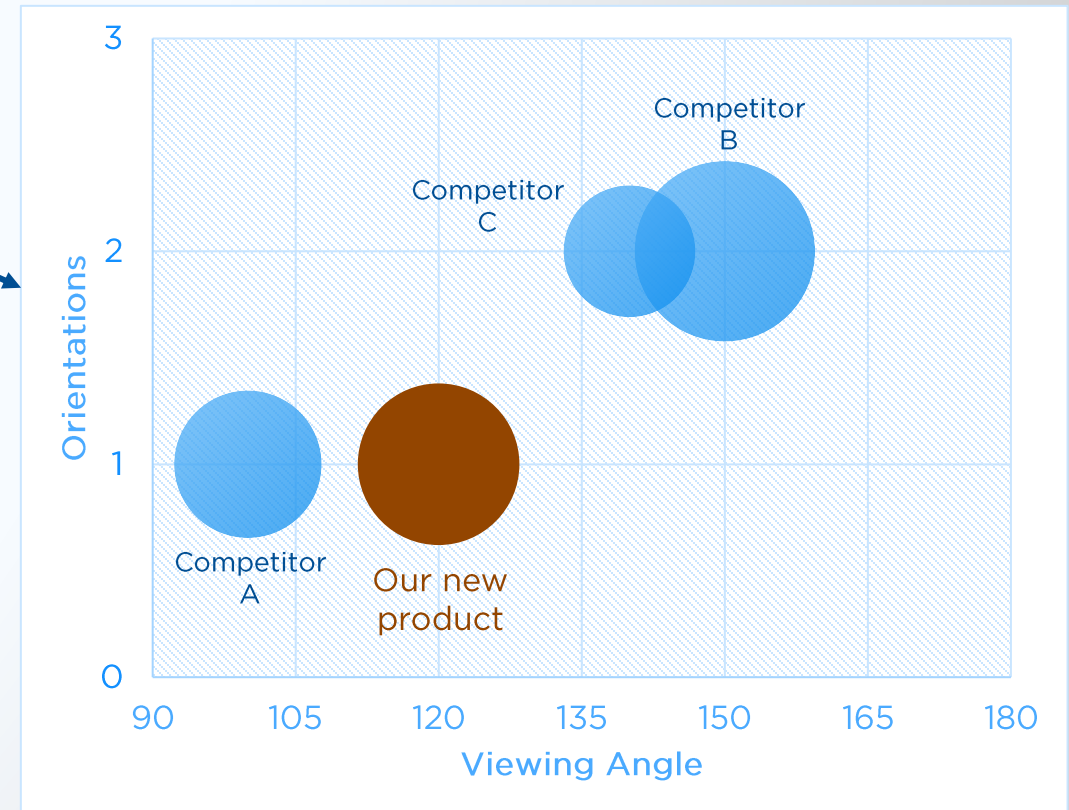
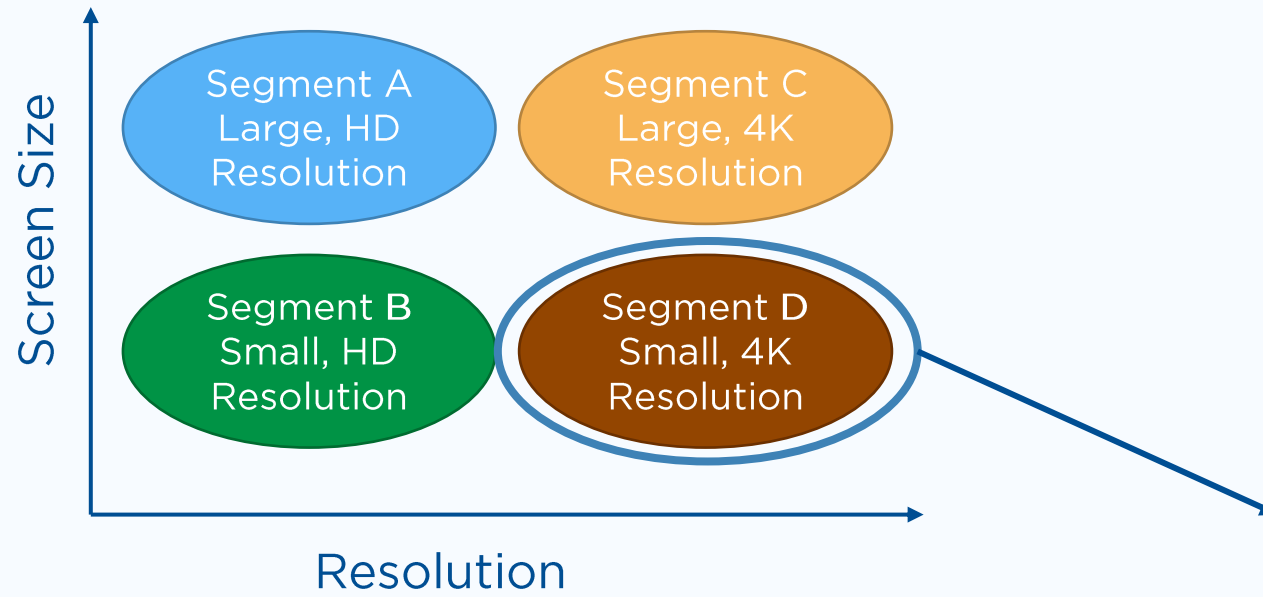
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- Where do requirements come from?
- Kano Model – Categorizing requirements
- MoSCoW – Prioritizing Requirements
- Why Modular or Configurable
- Putting it all together

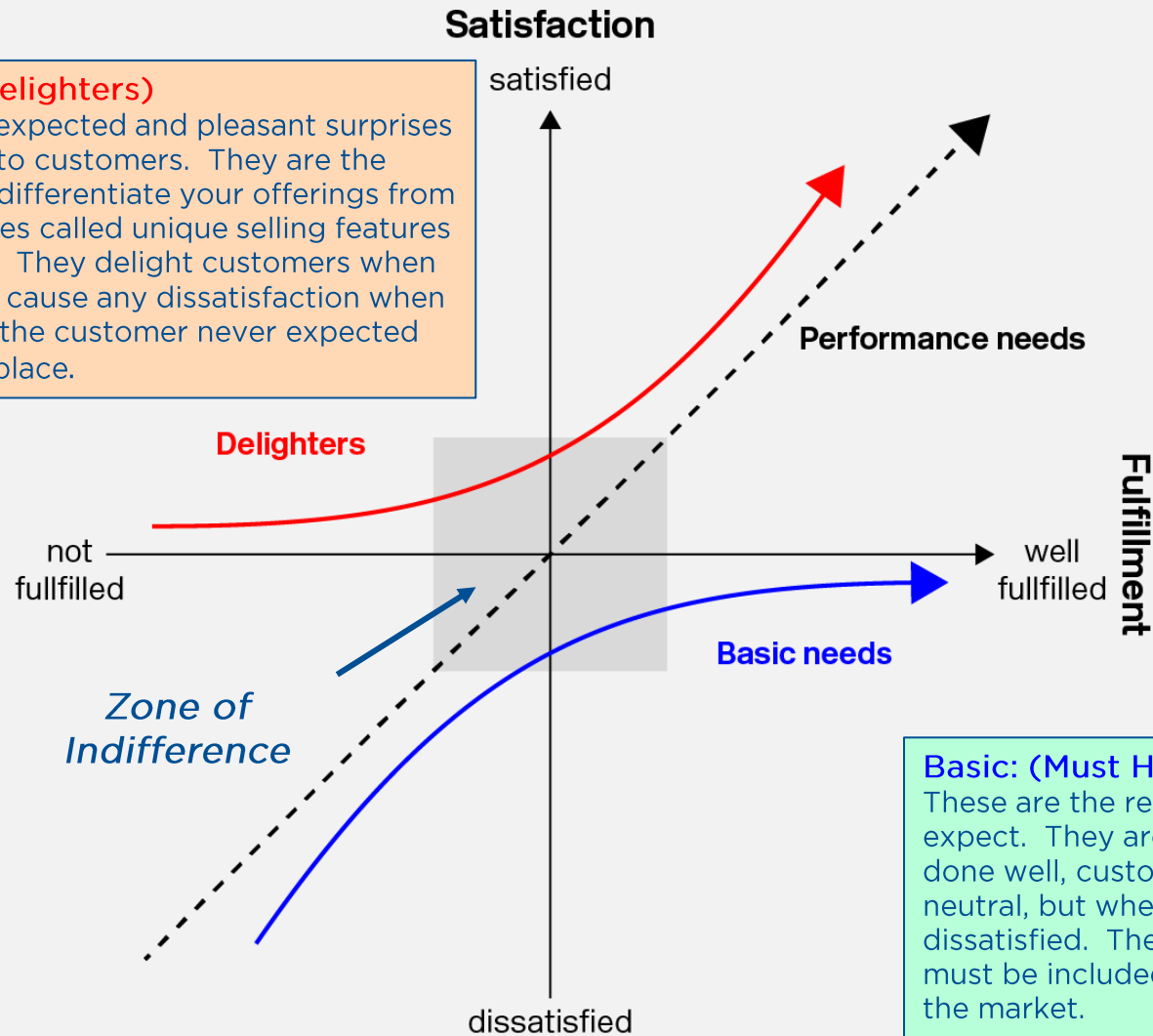
Agenda



Requirements Start from Segmentation and Positioning

Excitement: (Delighters)

These are the unexpected and pleasant surprises you can provide to customers. They are the innovations that differentiate your offerings from others. Sometimes called unique selling features or WOW factors. They delight customers when there, but do not cause any dissatisfaction when missing because the customer never expected them in the first place.



Performance: (One Dimensional)

These are the requirements that customers are able to articulate and are at the top of their minds when making choice or evaluating options. They are the most visible and likely easiest to acquire. The better these requirements are performed, the more satisfaction they bring. Conversely, the worse they are performed, the more dissatisfaction they bring.

Basic: (Must Haves)

These are the requirements that customers expect. They are taken for granted. When done well, customers are just satisfied or neutral, but when done poorly, customers are dissatisfied. These are the requirements that must be included and are the price of entry into the market.

Kano Model – customer value of requirements

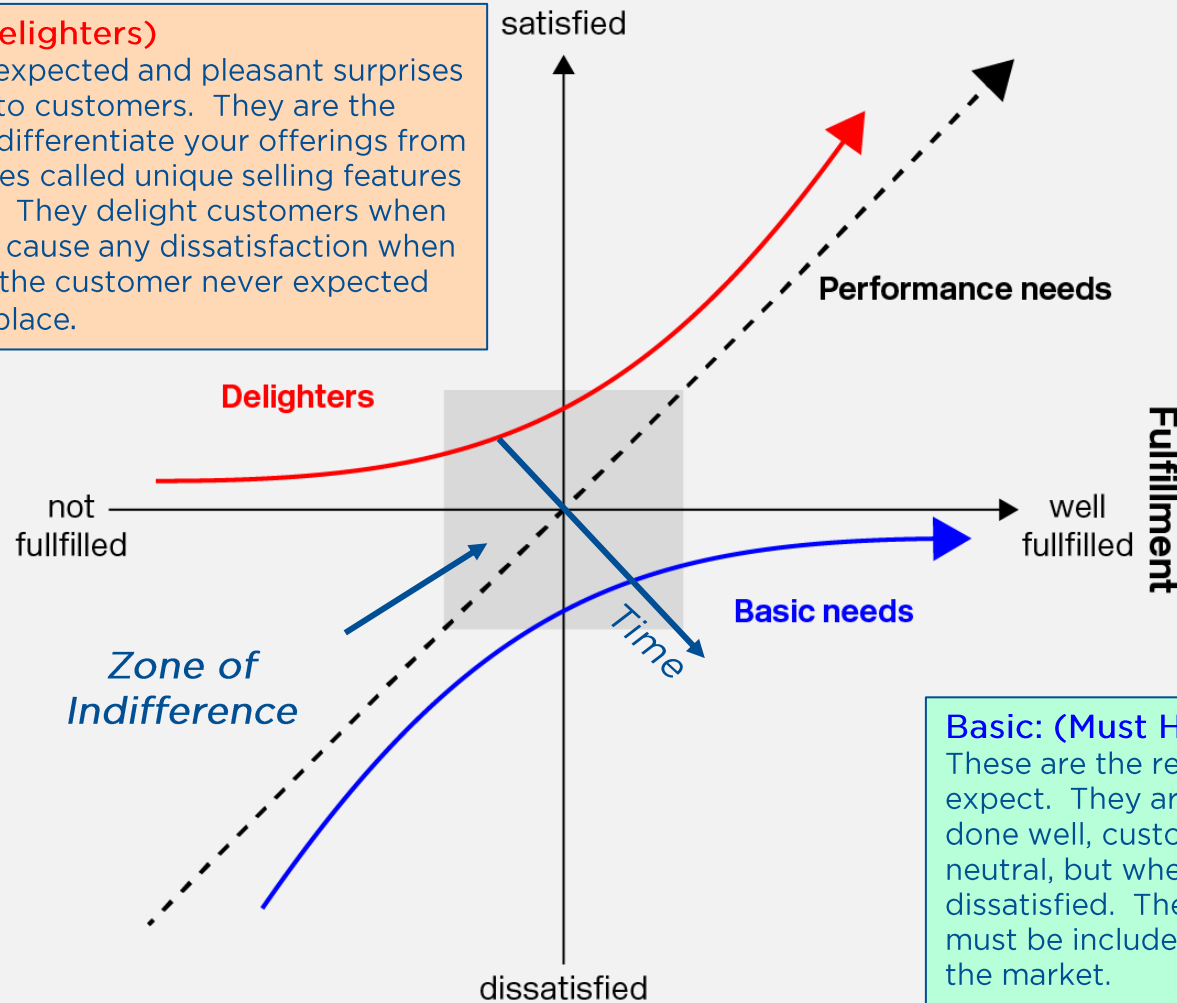
	If Present	If Not Present	Implication
HDMI Port	I Expect	I Dislike	Basic Need
Rotates between portrait and landscape	I like	I'm Neutral	Delighter
High Viewing Angle	I'm Neutral	I'm Neutral	Indifferent
200:1 Contrast	I Dislike	I Dislike	One-Dimensional
2,000:1 Contrast	I Expect	I Dislike	
20,000:1 Contrast	I Like	I'm Neutral	

Kano examples – Monitor

Satisfaction

Excitement: (Delighters)

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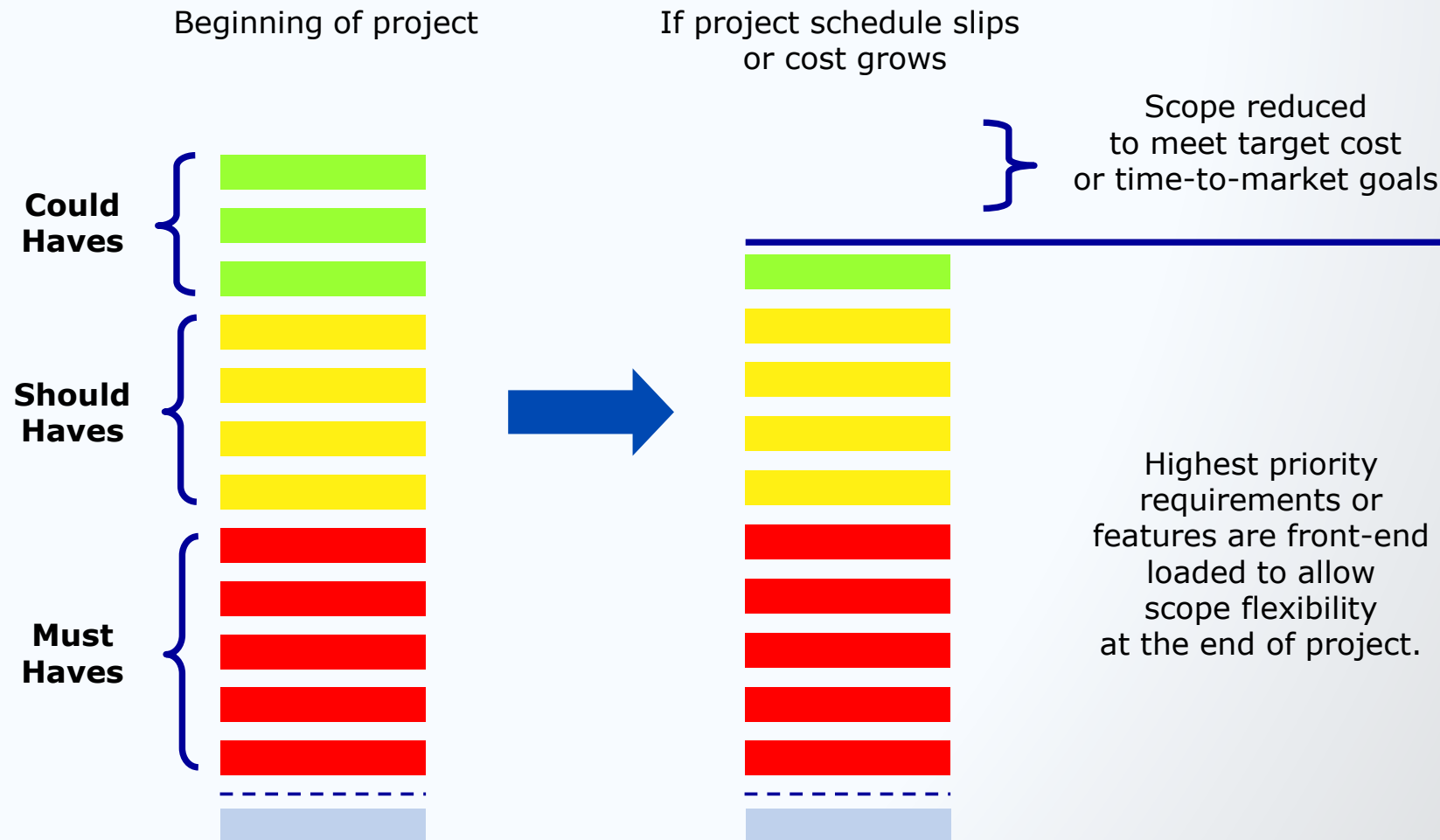
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Delighters become basic needs

Must haves	Basic Requirements – Fundamental requirements for a basic, commodity-level product in a given category Differentiators – Key requirements that enable the business case
Should haves	Important requirements that add to customer value – often extends products to additional segments
Could haves	Niceties and options – raises probability of customer buying
Won't	Agreed that this will not be part of the product

MoSCoW – prioritizing requirements



Reducing scope to achieve primary project objectives

Priority level for positioning	Differen-tiator	Feature/performance level	Impact on				Comments	Must	Should	Could	Won't
			Perf.	Cost	Profit	Effort					
1	Contrast ratio	2000:1	5	4	4	3		X			
		5000:1	3	3	2	3	Incremental above 2000:1		X		
		20000:1	2	4	2	4	Incremental above 5000:1			X	
2	Viewing Angle	Standard					Basic Requirement	X			
		Wide	4	3	3	4			X		
3	Orientation	Landscape only					Basic Requirement				
		Rotatable	2	3	3	3				X	

1-5 scale rating
where 5 is
favorable and 1 is
unfavorable

Analysis Matrix – is it a must, should, or could

Attribute	Must Have	Should Have	Could have
HDMI Port	Yes		
Contrast Ratio	2,000:1		20,000:1
Viewing Angle	Moderate	Wide	
Rotatable	No		

What a requirements Matrix for a basic product looks like

- Meet needs of multiple segments while achieving economy of scope
- Configurable elements generally reflect different basic needs of different segments
 - I don't need or want speakers on my monitor
 - A person who uses their computer to watch YouTube videos might consider that a necessity

Why configurable products

Attribute	Must Have – Basic	Must Have - Variant	Should Have - Basic	Should Have - Variant	Could have - Basic	Could Have - Variant
HDMI Port	Yes					
Contrast Ratio	2,000:1				20,000:1	
Viewing Angle	Moderate		Wide			
Rotatable	No	Yes				
USB Hub	No					Yes
Touch Screen	No			Yes		

It is also important to think about how variants would be bundled – e.g., the USB hub might only be available on options that can rotate between portrait and landscape

Requirements Matrix for a configurable product

- Organizing product requirements can be extremely challenging
- Kano provides a model for how the customers think about the attributes
 - Basic need
 - One dimensional – more is better
 - Delighters – sways the purchasing decision
- MoSCoW prioritizes the requirements
 - Musts that we will definitely have in the product
 - Shoulds and Could's that we would like to have
 - Won'ts that we take out of scope
- Configurations – Additional elements that allow us to address more market segments

Summary

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