

Evaluating marketing channel effectiveness using the Kano Model: Implications for consumer buying behaviour

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Abstract--- This study aims to find out the effectiveness of marketing channels using the perspective of Kano Model and implications for consumer buying behavior. The Kano Model, which is usually used for the evaluation of product and service quality, is here adapted for the assessment of the effect of various marketing channels (digital, social, traditional and experiential) on customer satisfaction and customer decision making. The study classifies marketing attributes as “must be”, “one-dimensional”, and “attractive”, pinpointing those that lead to the establishment of baseline expectations, those that drive performance and those that bring delight to consumers that are above and beyond what is expected. The analysis concluded that digital and social media channels can be a great charm, elicit excitement and engagement, while traditional advertising remains a necessary factor to meet the awareness need. Experiential and personal marketing appear as two-dimensional marketing elements and are directly influencing the attitude of consumers to the purchase. The results show that marketers can allocate resources strategically in accordance with the expectations of the users, which have been found out by the Kano approach, and the resources of each channel. This on its own will boost satisfaction, and build loyalty and repeat buying behavior. In the end, the study highlights the need to combine the theories of consumer psychology into marketing channel

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strategy, providing practical information for businesses seeking to maximize the effectiveness of communication in the competitive market.

Keywords---Kano Model, Marketing Channels, Consumer Buying Behaviour, Customer Satisfaction, Strategic Marketing.

INTRODUCTION

Marketing channels are essential channels of communication that help businesses to deliver value propositions to consumers. These channels have become increasingly vital in today's fast-paced business landscape, directly impacting consumer awareness, engagement, and purchasing decisions **Dzreke et al., (2025)**. The explosion of digital channels and platforms along with traditional channels has made the job of assessing the effectiveness of each channel much trickier.

The Kano Model was created to determine the quality of a product and/or a service, and can be used in a different way to view the marketing channel. This model classifies attributes into must-be, one-dimensional and attractive, where it is possible to distinguish those channels that satisfy basic expectations, those that drive performance and those that delight consumers beyond their expected needs **Tyagi et al. (2025)**.

The Kano model for marketing channels offers a systematic way of deciphering the psychology of customers. It helps marketers identify channels that do more than just keep the product and service in front of customers; they also boost satisfaction and build loyalty **Shravan et al. (2024)**. This is especially true in the modern day and age when there is a lot of fragmentation in preferences of consumers.

Social media, search engines and influencer marketing are often alluring factors on digital channels. They evoke emotions, encourage interaction and build excitement. These channels are not only for transactional communication, but also influence perceptions and brand image **Shravan et al. (2024)**. On the other hand, traditional media, such as television, print and radio can be must-be channels. These can let people know that something's happening, but they don't truly evoke joy. This credibility and broad reach is key, but they should be combined with other, more engaging platforms to keep consumers engaged **Gobbilla et al. (2025)**.

Experiential and personalized approaches to marketing, such as events, loyalty initiatives, and targeted campaigns, are usually considered as one-dimensional factors, according to **Eskandarzadeh (2025)**. Their effect can be scaled according to the quality of the execution and therefore if they are executed better with personalization or immersive experiences then their purchase intent will be higher.

Another advantage of using the Kano Model to assess marketing channel effectiveness is that it also shows the changing trend of consumer expectations **Kermanshachi et al., (2022)**. With the emergence of new technology, features that used to be desirable can become necessary, as businesses need to constantly change their approach based on new features **Hanelt et al., (2021)**.

Finally, the results of this study highlight the need to integrate marketing channel investments with consumer expectations. The Kano Model allows companies to maximize the effectiveness of their communication, improve satisfaction and impact on purchasing behavior in competitive environments. This consumer psychology and marketing strategy is correlated and provides actionable insights to engage in sustainable growth.

REVIEW OF LITERATURE

The Kano Model has recently been used in a variety of industries to assess customer satisfaction and marketing effectiveness. The research conducted by **Spivakovskyy et al. (2021)** explored the mobile marketing tools utilized in restaurant food delivery services in Ukraine, comparing usage among food producers and aggregators based on the business processes and objectives, and suggesting an appropriate selection of mobile marketing tools that would be in line with customers' attitudes. **Fan et al. (2022)** applied Kano framework to the internationalization of e-commerce brands across borders and identified online review indicators by LDA and LSTM, highlighting the importance of service strategies prioritizing the essential, expected, and charm factors. **Shreyanth (2023)** analysed the Fintech crisis management by applying Kano analysis along with RFM, Pareto and CLV analysis to determine the value of the customer and provide them with appropriate retention activities, emphasizing the importance of digital channels such as social media and email to ensure stability. **Esmaceli Givi, et al. (2023)** used asymmetric impact–performance analysis and Kano methods in the analysis of e-learning websites and concluded that trust, empathy, usability, and information quality are among the most important drivers of the satisfaction level and usability is considered as an excitement factor, while interaction is considered as a low-performance factor. **Shravan et al. (2024)** examined the preference of packaged mineral water and found that the attributes can be categorized into high, medium and low impact, suggesting that new players should focus on three parameters includes availability, reliability, and affordability of water, while established players might shift their attention to taste and branding. **Chanda et al. (2025)** conducted a study on the luxury real estate service attributes and classified the fourteen factors into Kano categories and suggested their improvement using customer journey and competitor analysis. However, **Wu (2026)** used the Kano model for the design of museum culture products to solve the problems of product homogenization and high prices, and emphasized the consumers' needs to produce innovative ideas. **Cavacece et al. (2026)** examined online grocery shopping in the U.S. and Italy, revealing that consumers perceive that there are differences in their preferences for satisfaction: “must be” features included privacy and payment, whereas a fast delivery is seen as an “attractive” feature. All of these studies illustrate the wide range of applications where the Kano Model has been used, from mobile marketing to e-commerce, from fintech to education, from consumer goods to real estate, from cultural to online grocery products. They note that customer satisfaction depends on both must-be and performance and attractive attributes, and that marketing tools, service attributes, and product innovations need to be planned as a function of the changing customer expectations. Combined with powerful analytical tools like SEM, LDA, RFM, and asymmetric impact analysis, Kano's value is enhanced, providing managers with meaningful data for resource allocation, customer retention, and achieving sustainable competitive advantage in various industries.

STATEMENT OF THE PROBLEM

In the modern business world, the question of how to pick and maximize marketing channels that impact consumer purchasing decision is growing more complicated. With the advent of various digital channels and the continued existence of traditional media, the communication space has become fragmented and consumer expectations are constantly shifting **Bharti et al., (2024)**. In spite of all these investments in marketing, there are many companies that are unable to determine which channels are responsible for providing them with basic awareness, which ones are responsible for driving performance, and which ones can help them generate delight and loyalty among consumers. Consumer satisfaction is a psychological concept that is not adequately measured using traditional assessment methods, which results in wasted resources and less marketing effectiveness **Dzreke et al., (2025)**. Marketing channels do not have a structured classification that categorizes channels based on consumer expectation which further makes strategic marketing decision making difficult **Mondal et al. (2025)**. Digital and social media are generally recognized for their interactive capabilities and are undeniably an important tool for consumer long-term customer loyalty, but this has only been partially investigated by **Hossain et al. (2024)**. Likewise, traditional media still delivers reach and credibility, but it could be an

insufficient vehicle in today's changing consumers' world. While effective, experiential and personalised marketing efforts need to be measured in a systematic way to understand their proportional impact on purchase intent. This is an opportunity to fill this gap with the Kano Model which can categorize attributes as must-be, one-dimensional, and attractive factors **Slevitch, (2025)**. There is, however, little empirical research that uses this model to examine the effectiveness of marketing channels in both the academic and managerial literature. The study underlines the need for an all-encompassing study that merges the Kano and marketing approaches to obtain insights which can be practically implemented for companies that seek to enhance customer satisfaction, optimize channel investments and remain competitive in competitive environments.

OBJECTIVES OF THE STUDY

- To measure the performance of the different marketing channels (such as digital, social, traditional and experiential), and uncover what they call the "must-be", "one-dimensional" and "attractive" factors from the Kano Model framework with respect to the consumers expectations.
- To understand the impact of marketing channel attributes on consumer buying behaviour, determining how satisfaction, loyalty and purchase intention is affected by the type of marketing channels.
- To enable strategic input to marketers and business for better channel selection and/or the allocation of resources, using the Kano Model to improve the effectiveness of their communication and maintain a competitive edge.

METHODOLOGY

This research is a mixed methodology study which consists of two types, survey quantitative and interview methodology which is qualitative. Kano Model is followed to analyze the customer reaction and classify the channels in Must be, One dimensional and Attractive factors. The effects on buying behaviour are measured by using statistical instruments such as SPSS for factor analysis and correlation test. Results are compiled and communicated effectively and can be utilized strategically in marketing.

POPULATION AND SAMPLING

Consumers who are active in more than one marketing channel are the population for this study (digital, social, traditional and experiential). A variety of demographic groups are targeted and included in the respondents to insure that age, gender, income, and education levels are represented. A purposive sampling technique is used to select people who are exposed to a diverse set of marketing communications. The number of samples is calculated by statistical adequacy to perform meaningful factor analysis in the Kano framework. Surveys are sent out both online and offline, to get digital-native and traditional consumers. Stratified sampling is used to get a proportionate representation of the urban and semi-urban population segments. To complement the quantitative data, qualitative interviews are conducted which are based on the perceptions of the consumers regarding the effectiveness of the channels. The sampling frame focuses on people who have recently experienced marketing communication and who have purchased an item. This is a combination of breadth and depth which allows comprehensive insights into consumer buying behaviour. Finally, the selected population and sampling method help to ensure the validity of the application of the Kano Model for the evaluation of marketing channels.

DATA COLLECTION AND SOURCES

This study uses structured questionnaires to both online and off line consumers to gain different consumer perspectives. The survey items are developed based on the Kano Model framework which

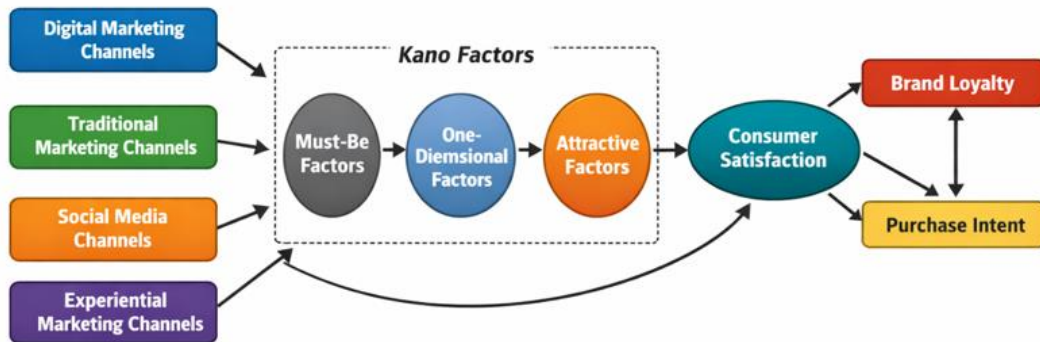
categorizes market channel characteristics as either 'must be', 'one dimensional', or 'attractive'. Primary data is data collected directly from consumers who have recently bought items affected by various marketing channels. Secondary data has been obtained from academic journals, industry reports and marketing case studies to support the context. The quantitative results have been supplemented by qualitative interviews with a small number of respondents, which provide more detailed information about consumers' perceptions. Validity and reliability of results is obtained by a blend of primary and secondary sources. This multi-source approach enhances the analysis of the effectiveness of marketing channels and its implications for consumer buying behaviour.

SEM MODEL

This proposed SEM model brings together the effectiveness of marketing channels and consumer's buying behaviour, with the theoretical basis of the Kano Model.

- ***Exogenous Variables (Independent Constructs):***
 - Digital Marketing Channels
 - Traditional Marketing Channels
 - Social Media Channels
 - Experiential/Personalized Marketing Channels
- ***Mediating Constructs (Kano Categories):***
 - Must-be Factors (baseline expectations)
 - One-dimensional Factors (performance-driven attributes)
 - Attractive Factors (delight attributes)
- ***Endogenous Variables (Dependent Constructs):***
 - Consumer Satisfaction
 - Purchase Intent
 - Brand Loyalty
- ***Hypothesized Relationships:***
 - Digital and social media channels → Attractive factors → Higher satisfaction and loyalty
 - Traditional channels → Must-be factors → Awareness but limited delight
 - Experiential/personalized channels → One-dimensional factors → Direct influence on purchase intent
 - Consumer satisfaction mediates the relationship between channel effectiveness and buying behaviour outcomes.

SEM MODEL DIAGRAM



The Structural Equation Model (SEM) is used to model the relationships between the various marketing channels, Kano factors and satisfaction, in terms of consumer buying behaviour. Digital and social media channels are appealing drivers, which generate delight and engagement. Traditional channels are a “must be” to providing awareness of the baseline. Experiential and personalized channels are one-dimensional and directly impact purchase intent. Satisfaction link these factors to behavioural outcomes. More satisfaction results in increased purchase intent and brand loyalty. In general, the model shows that the marketing effectiveness and consumer loyalty are improved when marketing strategies are in line with consumer expectations.

ANALYSIS AND FINDINGS

Table 1: Descriptive Analysis of Marketing Channels

Marketing Channel	Mean Score	Standard Deviation	Interpretation
Digital Marketing	4.35	0.62	Highly effective and engaging
Social Media	4.28	0.58	Strong influence on consumer delight
Traditional Media	3.72	0.71	Moderate awareness impact
Experiential Marketing	4.1	0.65	Effective in driving purchase intent

The descriptive analysis reveals that digital media and social media were the highest in effectiveness, suggesting that they are highly effective in reaching consumers. Although traditional media is not completely out of use, only moderate scores were obtained because of its function of maintaining awareness and not delight. Experiential marketing received a positive mark for its ability to create purchase intent through experiential formats. The deviation values are relatively low, indicating that these respondents have the same perception of the consumers. The results corroborate the increasing importance of interactive and personal communication in the modern consumer world. In summary, digital and social channels are the more dominant channels in shaping satisfaction and loyalty than traditional channels.

Table 2: Kano Model Categorization of Channel Attributes

Channel Type	Must-Be Factors	One-Dimensional Factors	Attractive Factors
Digital	Website accessibility	Personalization	Interactive content, influencer engagement

Channel Type	Must-Be Factors	One-Dimensional Factors	Attractive Factors
Social Media	Brand visibility	Response time	Emotional storytelling, viral campaigns
Traditional	Product awareness	Message clarity	Nostalgic appeal
Experiential	Event organization	Customer interaction	Immersive experiences, loyalty rewards

The Kano categorization shows that the difference among the perception of marketing channel attributes is evident. Traditional media is considered a need-to-have media rather than a need-to-like media, as it is expected to be able to create awareness but not create pleasure. Digital and social media offers some great features to consumers, like interaction and emotional communication. Experience marketing turns into a one-dimensional factor, with penetration directly affecting purchase intent. This classification reflects the changing needs of the customer and growing focus on the level of personalisation and engagement. The model demonstrates the need for businesses to find the right balance of awareness and delightful strategies.

Table 3: SEM Findings – Path Coefficients and Significance

Hypothesized Path	Standardized Coefficient (β)	p-value	Result
Digital → Attractive Factors → Satisfaction	0.68	<0.001	Significant
Traditional → Must-Be Factors → Awareness	0.42	<0.05	Significant
Experiential → One-Dimensional Factors → Purchase Intent	0.55	<0.01	Significant
Satisfaction → Brand Loyalty	0.71	<0.001	Highly significant

Based on the results of the SEM, there are significant relationships between the marketing channels, Kano factors and consumer behavior. Attractive factors are heavily influenced by digital and social media, and are key to increasing satisfaction and loyalty. Traditional channels affect must-be elements and are great for awareness but they don't provide much delight. Experiential marketing has a direct effect on purchase intent on one-dimensional attributes. Channel effectiveness is linked to channel behavioural outcomes by means of consumer satisfaction. The strong path coefficients indicate that satisfaction is the important factor for loyalty and intention. Considering overall results, the model confirms that Kano model is a good tool for assessing the effectiveness of marketing channels.

RESULTS AND DISCUSSIONS OF THE FINDINGS

The results show that digital and social media proved to be the most effective, and that these channels are effective in drawing consumers toward the product and keeping them loyal to it. Traditional channels were considered must be and while awareness was achieved, the level of satisfaction was low. Experiential and personalized marketing became 1-dimensional elements that directly impact the customers' purchase intent when done right. The SEM analysis results showed that significant paths exist between channel attributes, consumer satisfaction and behavioural outcomes. The strongest mediator was satisfaction which connected channel effectiveness with channel loyalty and channel purchase intention. The results reflect the changing values of consumers' expectations with personalisation and interactivity rising in value. The emphasis of this discussion is that businesses should have a mix of baseline awareness and delight-driven strategies. To sum it up, the Kano framework provides valuable insights that can help marketers make better decisions about their marketing investments and gain a competitive advantage.

FUTURE IMPLICATIONS

The research highlights the need to constantly adjust the marketing strategies to consumer needs. The application of Kano Model can be extended to new channels, like AI personalisation and virtual reality marketing, in the future. Organizations need to put in place analytics tools to monitor the changing attributes from good to must have. Comparative analyses of the effectiveness of the channel between different areas might yield more understanding of the extent to which the effectiveness of the channel differs between areas. Combining the behavioural economics approach with the Kano approach could provide another layer of understanding into consumer decision making. In sum, this strategy can be the foundation for smarter, more sustainable marketing strategies in competitive markets geared to consumers.

CONCLUSION

It shows that the Kano Model is useful for the analysis of the effectiveness of the marketing channels and influence on consumer buying behaviour. Digital and social media channels came out as a 'must-be' factor and a channel of delight and loyalty, whereas traditional channels were seen as an attractive factor. Experiential marketing and personalization were used as one-dimensional tools that directly affected the purchase intent. The SEM analysis re-validated satisfaction as a mediator between channel effectiveness towards behavioural outcomes. The results underscore the need to match consumer changing expectations with marketing strategies. For businesses, awareness and engagement are a delicate balance and must be maintained to continue to be competitive. Finally, the Kano model was found to be helpful in analysing the marketing and to develop an effective strategy and relationships with customers.

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