

Personas for Differentiation - Final Report

Team members working on this with you: James, Jimmy, Nick T.

Roles:

Interview Facilitation: James, Nick T, Beatriz

Interview Analysis: Jimmy, James, Beatriz

Overview - What we did?

Eleven 30minute interviews were conducted between May 30th through June 9th. The purpose of the interviews was to understand the decision making process for purchasing a mattress - whether it was the T&N mattress, another mattress or understand if the customer was still trying to make a decision. Our goal was to further understand if the customers classified in the persona categories previously created by the team and understand the key decision making contributors or values that the customer was using to make a decision or would use to make their decision.

Total emails sent for recruiting purposes: 82

Participants that answered & participated: 11

Recruiting & Tracking: <https://docs.google.com/spreadsheets/d/1LSZbbeT2bQyeAaVdqvKdnbsYY-djrlhKrsoAglftMeE/edit#gid=2050595317>

Raw Data from Interviews:

<https://docs.google.com/spreadsheets/d/1kGuFFvIGzo0UwctbA89mw6lfV2pXuQbnniHdTIzyKSg/edit>

Participants:

T&N mattress purchasers (6):

- Melissa, Tempe AZ
- Ramya, Austin TX
- Alexandra, Santa Rosa CA
- David W, Phoenix AZ
- Jennifer, Phoenix AZ
- Chad, Santa Cruz CA

Considering (3):

- Aaron, Detroit MI
- David P, Scottsdale AZ
- Jeff, Santa Rosa CA

Other mattress purchasers (2):

- Julie, Newbury Park CA - Serta from Costco
- Kate + boyfriend, New York NY - Casper

Part 1 - CX & Retail Interviews:

Our objective was understanding who our customers are. With the data collected from the initial interviews with CX & Retail we created the following “sketch” personas:

Extended Sketch persona description can be found here:

[+Personas for Differentiation - 4 Week Report](#)

Smart Shopper:

30 years old | Phoenix, AZ

- Does extensive research
- Cares about relationship between price & quality
- Wants “best bang for his buck”

Referral Shopper:

56 years old | Detroit, MI

- Relies on family & friends to do research & try things first
- Loyal to brands
- Relies on on product reviews

Safety Aware Mom:

37 years old | Phoenix, AZ

- Mom main decision maker for family
- Gathers information and checks with spouse
- Visits the store during the weekend while she runs some other errands
- Needs approval from husband
- Frugal
- Price needs to be in line with family budget
- Cares about products meeting safety standards and regulations

Sensory Shopper

63 years old | Phoenix, AZ

- Hesitant to buy online without seeing & touching first
- Values retail locations & customer experience
- Perception that mattress removal requires a lot of work
- Feel like too hip of a company. "It's for younger people."
- Very hesitant to buy online without even have to touch & try the product
- They feel that because it's a group of young people it's automatically not for them

Young Techie

24 years old | San Francisco, CA

- Curious about startups
- Would consider buying from mattress from Amazon
- Does a decent amount of research but relies more on what friends & co-workers say
- Attracted to the design aesthetics of the brand

Part 2: Customer Interviews

After conducting and analyzing the data from the 11 interviews with customers and non-customers, we validated some of the hypothesis & discovered new insights . Additionally our initial Sketch Personas information changed based on the new data collected. We believe this information to be more accurate since it's coming from first hand 1-1 interviews & our previous ones were based on our team's perception of our customer base. The following Personas are representative of some of our users, their behaviors and how they make decisions.

Practical Shopper

Bio - Matt Hatch, 22 years old. Just graduated from college. Lives in the suburbs of Detroit, Michigan in his mother's basement which he converted into a studio when he moved in with his girlfriend. He currently works at Best Buy (Geek Squad) but will start a new job in an accounting firm in a few months.

Matt is looking into buying a mattress. His mattress is old (not even sure how old) & very warm. It's been like this for a while and he purchased several toppers at Target to make the situation better. Now that he'll be moving out of his mother's basement he is in the process of making purchases for his new home. He's been trying to get the bigger purchases out of the way.

Matt has been looking for a mattress for the past 4-5 months. He's looked at Leesa, Purple & Sleep on Latex. The main difference he noticed with Tuft&Needle and the competition was the price point. "T&N is much cheaper than anyone else".

Matt spends time reading product reviews on Reddit. He strongly believes that Reddit is a great source for this type of thing since they provide unbiased reviews. In the mattress research he's done he also used Reddit as a reference. Through Reddit he discovered Sleepopolis where he's been able to

compare the different mattresses based on the 2 things he considers most important (product related): Sleeping cool & Price-Quality Relationship.

Although he shops for clothes, household items & uses Amazon a lot he still perceives online mattress shopping a bit of a hassle. He feels the new return policies that most companies offer makes it easier and is hoping for the process to be pain-free.

Matt is constantly monitoring (every 2 days) the mattress websites he's considered, but won't pull the trigger until he finds the right deal. Considering all the purchases he needs to make for his new house & the expenses from a recent trip to Italy - price is one of the most important considerations for him right now.

THE DETAILS

Behaviors:

- Does extensive online research & comparison with other brands
- Compares relationship between price & quality
- Considers customer experience important as they are the ones backing up the product and interacting with him in case of a problem
- Waits for the best deal to make a purchase
- Monitors websites closely until he finds the right price

Major Decision Making Value: Best Price & Quality Relationship

Other Important Characteristics: Sleeping Cool, Good Customer Service

How he does his research: Reviews

Resources:	Channel Breakdown:	Driver:	Persuading Values:	Considerations:	Blockers:
<ul style="list-style-type: none">• Sleepopolis• Amazon (Looking at mattresses with higher reviews)• Google Shopping	<p>60.9% of visits using mobile 34.5% of visits in desktop 4.6% of visits in tablet</p> <p>Mostly Uses Chat to interact with Customer Service - Specific Questions</p>	Moving	<ul style="list-style-type: none">• Best quality, price relationship & convenience relationship• "Best bang for his buck"• Customer Experience - how this team backs up the product & how they'll respond if help is needed or there's a	<ul style="list-style-type: none">• Good Customer Service• Clear value over competitors• Easy Returns	<ul style="list-style-type: none">• Not loyal to brands• Price might mean lower quality to him• Takes more time to decide on an option• Tighter budget & available cash (spending power)• Reading bad reviews

			problem with the purchase.		<ul style="list-style-type: none"> • Price increase • No promotions
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What could we do better for him? Potential Next Steps

General Content

- ☐ Refer to us as highest rated and most affordable - copy changes
- ☐ Links to different pages that include reviews - Amazon, Reddit, Sleepopolis.
- ☐ Provide a comparison tool that allows to compare different details amongst competitors
- ☐ Highlight & add more detail to why our mattress offers cooler sleep.

CX Focused Content & Service Enhancements

- ☐ Create a separate page in the website that expands on CX. Refer more to our CX team - highlight stories of how we've solved problems in the past for returns & warranties
- ☐ CX focus list of most common issues people have with our mattress and how we solve them
- ☐ Schedule call service - allow a way for customers to go online and add a request from a member of the CX team to call them back.

Product

- ☐ Sell the topper separately for those customers who might not be ready to purchase a new mattress - this creates brand awareness & dialogue with T&N
- ☐ Send a sample foam for him - think about a small product that can work as a sample of the material for those interested.

Facebook Audience Insights that might fall into this category:

Out & About - 0.4%

Outward Bound - 1.0%

Career Centered - 2.0%

Working & Active - 0.6%

Career Building - 3.0%

Casual Comfort - 3.0%

Rural Adventure - 0.7%

Media Follower

31 years old | Austin, TX

Bio: Amrita Patel is originally from India but has been living in the US for the past 10 years. She came to Texas for a Masters in Architecture. She now works at a construction management company and lives with her husband in Austin.

When Amrita came to the US she did not have a lot of money, so she never bought a mattress. She used to sleep in a sleeping bag. After a few years she decided it was time to purchase a mattress, but again she was restricted by her budget so ended up buying a \$200 mattress which she kept for a few years.

Buying a mattress has always been in the back of Amrita's mind. She's followed the change the marketplace has had in the past years. She's seen Tuft&Needle's ads in magazines and has always felt very attracted by the aesthetics & brand. Amrita follows the brands she admires on Instagram. One of the furniture brands she's recently come to love is Floyd. As soon as she saw the Floyd Bed she knew that's what she wanted. When she saw Floyd's pictures on Instagram she asked in the comments which mattress where they using. It seemed perfect for her, looked firm, could be placed in the floor if she wanted to and worked great with the Floyd bed, which she really wanted.

She still didn't pull the trigger for buying the mattress, until her neighbor got a Tuft&Needle and returned it because it was too firm. At this time, she knew that the firmness factor was something she really wanted, plus she always saw the Floyd bed & Tuft&Needle mattress as a combo. For her, they always went together.

THE DETAILS

Behaviors:

- Follows Instagram Influencers & brands
- Is inspired by the aesthetics of the brand: Pictures, videos, ads
- Admires products made in the US
- Feels more inclined to shop from companies/startups that have a compelling story for their brand & products
- Interested in accessories - bed frames, lights - anything that helps their room feels like the ones in our ads/website/social media.
- More inclined to purchase items that are recommended by her friends or people she follows on social media
- Don't perceive there's risk in buying items with hassle free return policies, because she knows it'll be easy to return

Major Decision Making Value: Attraction to Aesthetics of the brand & product

Other Important Characteristics: Recommendations from friends or social media, Startup Story & Made in the US

How she does her research: Social Media

Resources:	Channel Breakdown:	Driver (rough proportion since there was not a lot of data):	Persuading Values:	Considerations:	Blockers:

<ul style="list-style-type: none"> • Dwell • Retail store is near her office • Podcasts • Instagram 	62.3% of visits using mobile 33.9% of visits in desktop 31.8% of visits in tablet Mostly Uses Chat to interact with Customer Service - Specific Questions	<ul style="list-style-type: none"> • Moving to a new place • Changing a job, getting a raise - feels like has more spending power to purchase things she really likes 	<ul style="list-style-type: none"> • Aesthetics that feel aligned with her • Strong social media presence • Easy Returns & Quick Delivery 	<ul style="list-style-type: none"> • Design aesthetics • Company Values & Story 	<ul style="list-style-type: none"> • At a high risk of returning • Poor social media presence • Soft feel • Not being able to place the mattress directly into the floor
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What could we do better for her? Potential Next Steps

Curated Furniture/Interior Design Content

- ☐ Provide curated content/list of things to set up a bedroom & House
- ☐ Blog with interior design content, present ourselves as curators of other great products for your house
- ☐ Include stories on how other people have built their homes with low, med, high budgets including our products
- ☐ Use the blog as way to learn more about what people are interested in getting for their house (alla Glossier/Into the Gloss)
- ☐ Include images as inspiration for her own place - Ikea style product mapping
- ☐ Better Strategy for Instagram
- ☐ &Local Interactive site click for information & prices

Facebook Insights

Country Enthusiasts

Sensory Shopper

56 years old | Santa Rosa, CA

Bio: Greg Thompson lives in Santa Rosa, CA and is Manager of a wholesale warehouse for flooring. He's worked at the same place for 32 years. He has 2 daughters, one who just graduated from college

and another one who is still attending. Right now, most of his disposable income is being spent in paying college fees.

Greg has had the same mattress for the past 15 years and he knows it's time to change it. He's been looking into buying a new one for a couple months, but hasn't pulled the trigger because he's pretty set on buying one from an online company. Given his background, he knows about the markup added by traditional mattress companies. An ad he saw online opened his eyes to all the competitors in the bed in a box company and so far, he's checked out Tuft&Needle, Casper & Saatva. He likes most of the websites he's visited but they're not doing it for him. He feels they are not useful at this point, since it doesn't really help him as far as comparing amongst the different mattresses. Right now he just feels more inclined for Tuft&Needle because it seems to be the only company with a nearby retail place where he can come in & try it.

Greg is mostly concerned with how the mattress compacts and deals with his weight. He is over 300lbs and he's worried that he'll go really fast through the mattress because of his weight.

Greg considers himself a "touchy-feely" kind of guy and "not big on returns". He's waiting for a chance to go to the SF store try the mattress and figure out if it fits his needs.

THE DETAILS

Behaviors:

- Hesitant to buy online without seeing & touching first
- Values retail locations & customer experience

Major Decision Making Value: Ability to touch & feel the mattress

Other Important Characteristics: Customer oriented companies, branding (tone & voice), local companies

How he does his research: Visiting Stores

Resources:	Channel Breakdown:	Driver:	Persuading Values:	Considerations:	Blockers:
<ul style="list-style-type: none">• Consumer Reports• Radio	39.4% of visits in desktop 31.8% of visits in tablet 28.8% of visits using mobile Mostly Uses Chat to interact with	Old Mattress	<ul style="list-style-type: none">• Good support for heavy weight• Retail location to try it out• Competitive Price	<ul style="list-style-type: none">• Interested in visiting the store since that gives them a full picture of who we are• Medical concerns &	<ul style="list-style-type: none">• Perception that mattress return requires a lot of work• Very hesitant to buy online without even

	Customer Service - Specific Questions			Pressure Points	<p>have to touch & try the product</p> <ul style="list-style-type: none"> • New companies don't provide old enough reviews that allow him to know how long will it last • Reviews that mention specific concerns with the mattress (borders)
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What could we do better for him? Potential Next Steps

Retail

- ☐ Create more accessibility for people to try out the mattress: Pop up shops, partnerships, events, pop-up shop trailer, relax-spots (muji example) (<https://www.wallpaper.com/design/soft-spot-mujis-pit-stop-offers-some-much-needed-rr-during-new-york-design-week#117948>)

Content

- ☐ Reduce anxiety on returns by generating more copy and more explanation in the website about how it works and how easy it is
- ☐ Self-service return (creating a stream lined process online)
- ☐ Possible idea for video - where we show people of all sizes & ages in the mattress. From baby, to elder, from very skinny to big. Might reduce anxiety on how the product works for this cases.

SAFETY AWARE FAMILY

37 years old | Phoenix, AZ

Bio: Shannon Harris is a stay at home mom, but worked most of her life in the organic food industry. She has a 6 year old son, who recently transitioned from his toddler bed to a twin bed. Shannon understands the importance of buying organic, but at the same time knows it comes with a cost. When she started thinking about buying a mattress for her son, she wanted it to be organic. She was mostly concerned by off gassing & any chemicals her son might be exposed to and harmed by.

During her research, she came to realize that an organic mattress would not last very long. Her intention with the twin mattress for Daniel, her son, was for the new mattress to last until he goes to college.

Shannon learned about T&N through her research, as she found in a website that the T&N mattress had low VOCs and certifications. At first she was not sure about buying online, because she wanted her son to be part of the purchase. She was excited to take him to a store and have him try different mattresses, until she realized that might've not been effective.

She ended up choosing T&N because of the incomparable price point, the return policy & the low off gassing/environmentally friendly.

Behaviors:

- Mom main decision maker for family
- Gathers information and checks with spouse
- Visits the store during the weekend while she runs some other errands
- Needs approval from husband
- Frugal
- Price needs to be in line with family budget
- Not a lot of time to be shopping around

Major Decision Making Value: Price + Low VOC's & certifications

Other Important Characteristics: Return Policy & Customer Experience

How he does his research: Visits certification websites to verify, organic & environmentally friendly house-hold product websites

Resources:	Channel Breakdown:	Driver	Persuading Values:	Considerations:	Blockers:
<ul style="list-style-type: none"> • Heard from us via Radio: John J Rich • Facebook Moms Group recommendation • Natural Parenting Group 	<p>63% of visits using mobile</p> <p>29.1% of visits in desktop</p> <p>7.7% of visits in tablet</p> <p>Uses Chat & Phone to interact with Customer</p>	Bed Upgrade	<ul style="list-style-type: none"> • Price that fits their family budget • Meeting safety standards and regulations • Return Policy • Low off-gassing & environmentally friendly 	<ul style="list-style-type: none"> • VOC's • Safety, chemicals, allergies & medical concerns • Certifications 	<ul style="list-style-type: none"> • Not finding the information she needs before a purchase • Price outside of her family budget • Not having back up info on the certifications the company

	Service - Specific Questions				claims to have
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What could we do better for them? Potential Next Steps

Content

- ☐ Images with kids
 - ☐ Certifications up front with links to websites
 - ☐ Comparison of certifications against competition
 - ☐ Talk about why we chose not to be organic
 - ☐ Expanding on returns & 100 Day Trial
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Consolidation of Prioritized Ideas

PRACTICAL SHOPPER

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SENSORIAL SHOPPER

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