

# Looking at Sleep Health Beyond the Mattress

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## INTRODUCTION

Scope

Key findings

As quality sleep becomes evasive, consumers look for solutions to help them sleep better

In terms of quantity, consumers across all generations are not getting enough hours of sleep

Along with quantity, the depth and quality of sleep consumers achieve also falls short

Lack of opportunity is evidently not a factor for depreciating quantity and quality of sleep

## SPECIALISM-FOCUSED INNOVATIONS

Product specialism continues to drive innovation and new brand stories across four avenues

Structural innovation offers sleep partners momentum suppression for a more restful night

Comfort innovation includes temperature transfer and heat absorption materials technology

Smart innovation brings connectivity and AI-based services to personalise sleep experiences

Celebrity endorsements: Brands pushing luxury mattresses opt for either designers or names

Reaping rewards from specialism-focused innovation can suffer limitations in mature sectors

## OPPORTUNITIES IN SLEEP HEALTH AND BEYOND

Identifying the components that contribute to a good night's sleep forms a sensorial map

Tuft & Needle taps into the wider sleep ecosystem and keeps expanding

Serta is building an identity, positioned as a thought leader on the wider sleep experience

SSB's acquisition strategy enables it to break walls and test beyond product silo thinking

Tempur Sealy's acquisition of Dreams enables expansion beyond core offering

Sleepyhead grows from bed-in-a-box to home lifestyle brand

Breaking down the different strategic approaches

System Wide Value (SWV) is a useful metric touching on expanded horizons beyond CLV

Visualising the beginning of System Wide Value from the broader sleep ecosystem is visceral

## CHANNEL OF CHOICE

Evolution of direct-to-consumer drives development of multi-channel strategy

Innovative retailers are beginning to merchandise the sleep ecosystem physically in stores

## GEOGRAPHIC OPPORTUNITIES

US retains lead in retail value size of mattresses while Asia Pacific serves as a growth engine

Focus on sleep health can support sales at the right value proposition

The rise of smart mattresses in China reflects the local appreciation for smart connectivity

System-wide thinking can compound benefits, whilst a lack thereof may expose to new risks

Differentiation approach to target different consumer segments

And...in case anyone was thinking the idea of a future Haier smart mattress wasn't serious...

## KEY FINDINGS

Key summary

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