Brand Doctor

Brand Check-up

Bed Bath & Beyond

As of October 28, 2025

Status: Bleeding

A famous name bought for $21.5 million is back on a ticker and in a few stores, but the business behind it is still losing customers and revenue.

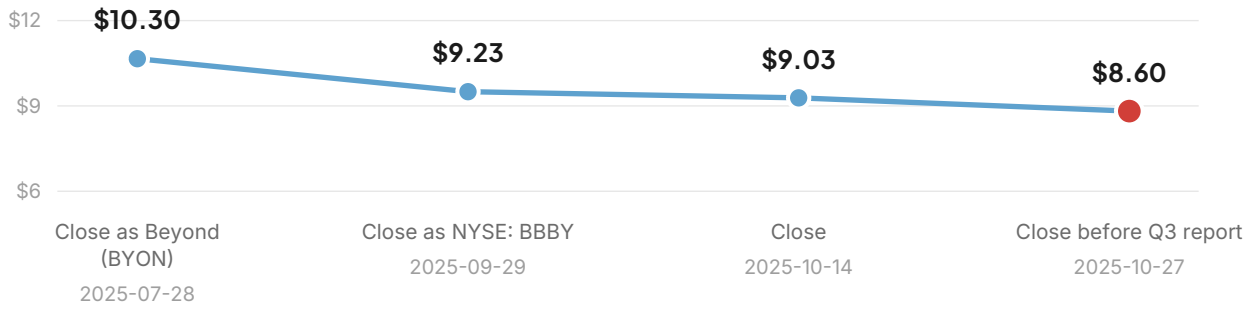
About this check-up

Brand Doctor reviews well-known brands the way we review a client's marketing: symptoms, diagnosis, treatment. This check-up uses public information available on October 28, 2025. It is brand and marketing analysis, not investment advice. Sources are listed at the end.

Vital signs

Share price

USD, at the dates shown [6, 9, 10, 13]



Share price (NYSE: BBBY)

$8.60

Close on Oct. 27, 2025, the last session before the Q3 report: the latest close Fintel cited on Nasdaq.com in its Oct. 28 note. No daily history for the Oct. 28 close could be opened. This is the former Overstock (Beyond, Inc. until Aug. 2025), not the old BBBY. [13]

Year-to-date change

About +74%

BBBY shares as of the last close before the Q3 report (Oct. 27, 2025): 74.4% per Stocktwits, 73.8% per Zacks [12, 14]

Market value

About $570 million

MarketBeat figure, Oct. 15, 2025, when the shares last traded at $8.38 [10]

Latest annual revenue

$1.39 billion

Beyond, Inc. fiscal 2024, down 10.6%; net loss $258.8 million [5]

Active customers

4.15 million

Q3 2025, down from 5.96 million a year earlier; Q3 revenue $257 million, down 17.4% [11]

Old BBBY shares (separate company)

Cancelled in 2023

Original Bed Bath & Beyond Inc. (formerly Nasdaq: BBBY, BBBYQ at the end): record close $80.48 on Jan. 3, 2014, adjusted for four 2-for-1 stock splits per MarketWatch; last close just under 7.9 cents before the shares were cancelled in late September 2023. Not on the chart. [2]

Timeline

2014-01 Old Bed Bath & Beyond shares set a record close of $80.48 on January 3, adjusted for four 2-for-1 stock splits. [2]

2019 Former Target executive Mark Tritton joins in late 2019, cuts coupons and pushes store brands over national brands. [1]

2022-08 Meme rally lifts the shares from $5.77 to $23.08 in a little over two weeks; the company plans to close about 150 stores and cut 20 percent of its workforce. [1]

2023-04 Files for Chapter 11 on April 23 with 360 Bed Bath & Beyond and 120 buybuy BABY stores, and begins an orderly wind-down. [1]

2023-06 Overstock buys the brand's intellectual property and digital assets for $21.5 million, without any stores. [3, 4]

2023-09 The old company's shares are cancelled; their last close is just under 7.9 cents. [2]

2023-11 Overstock becomes Beyond, Inc. and moves from Nasdaq to the NYSE as BYON on November 6. [4]

2025-08 First Bed Bath & Beyond Home store opens in Brentwood, Tennessee; Beyond renames itself Bed Bath & Beyond, Inc. and trades as BBBY from August 29. [7, 8]

2025-09 Buys the Kirkland's Home brand for $10 million; Brand House plans to convert 250 to 275 Kirkland's stores over two years. [8]

2025-10 Third-quarter revenue falls 17.4% to $257 million; the net loss narrows to $4.5 million. [11]

Symptoms

- Third-quarter 2025 revenue down 17.4% to $257 million
- Active customers down to 4.15 million from 5.96 million in a year

- 2024 net loss of $258.8 million on revenue of $1.39 billion
- Q3 revenue of $257.2 million missed the roughly $260 million analysts expected
- Store partner's quarterly net sales fell to $75.8 million from $86.3 million

Diagnosis

1 It broke the promises shoppers came for

Under Mark Tritton, who joined in late 2019, the chain cut coupons and pushed store brands over national brands, a strategy the Associated Press said proved disastrous for the retailer. Poor product assortments and a slow online push left it exposed to Target, Walmart and Wayfair. [1]

2 No cash cushion when sales fell

By late January 2023 the company reported it was in default on its loans, and a planned $300 million share sale did not prevent a filing. The 2022 meme rally, from $5.77 to $23.08 in a little over two weeks, did not change the operating trend. [1]

3 The name was bought without the habits

Overstock paid $21.5 million for intellectual property and digital assets, with no stores. Revenue fell 10.6% in 2024 and 17.4% in the third quarter of 2025, and active customers fell to 4.15 million from 5.96 million. [3, 5, 11]

4 Too many names under one roof

The company has carried three corporate names since 2023: Overstock.com, Beyond, Inc. and Bed Bath & Beyond, Inc. It still owns Overstock, buybuy BABY and Kirkland's Home as brands, and says it is rebuilding Overstock.com into a billion-dollar nameplate. [4, 7, 11]

Prognosis

As of October 28, 2025, the brand is alive but still bleeding customers. Losses have narrowed, and executive chairman Marcus Lemonis said, "As the Company prepares for 2026, we expect year-over-year revenue trends to turn positive." The store return is early: the first Bed Bath & Beyond Home stores south of Nashville, run with a partner whose own sales are falling. We will watch three things: whether active customers stop falling, whether converted Kirkland's stores earn their keep before the rollout reaches 250 or more locations, and whether the coupon brings profitable visits or only discounts orders that would have come anyway.

Treatment

- Run the coupon as a measured traffic program with a clear cost per visit, rather than a blanket discount.
- Make one name the home-goods master brand and explain plainly how Overstock, Bed Bath & Beyond and Kirkland's Home differ for shoppers.
- Prove sales per store in the Nashville cluster before converting hundreds of Kirkland's locations.
- Report active customers and repeat orders by brand so staff and investors can see whether the name is winning people back.

Lessons for growing companies

Know which promise you sell

Bed Bath & Beyond's coupon and wide choice of national brands were the reasons people came. Change your core promise only after you have tested what replaces it.

A name is not a customer base

Overstock bought a famous name for $21.5 million, and its active customers still fell. Budget for winning customers back as well as for buying the name.

Rename once, with a reason

Three corporate names since 2023 is a lot for customers and staff to follow. Rename when the new name tells buyers something true and lasting.

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About Brand Doctor

Brand Doctor is a marketing strategy consultancy founded by Cliff K. F. Lin. He has spent 17 years in marketing and managed more than $30 million in spend for SaaS, tech and lead-generation companies.

A Brand Check-up applies the method we use with clients to a well-known brand: the symptoms you can see from outside, the root causes behind them, and the treatment we would prescribe. For your own company, we look at six areas (positioning, messaging, customer journey, channel mix, budget and spend, and measurement) and rank what to fix first.

$30M+	135+	8×	17
In marketing spend managed	Campaigns treated	Growth achieved	Years in marketing

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