Marketing Doctor

Marketing Check-up

Bed Bath & Beyond

As of October 28, 2025

Condition: Revived

A $21.5 million name

For years, Bed Bath & Beyond meant two things: a huge choice of sheets, towels and gadgets, and a coupon in your hand. In 2019 it started cutting both. In 2023 it went bankrupt, and Overstock bought the name for $21.5 million without a single store. By late 2025 the buyer had renamed itself Bed Bath & Beyond and started opening stores again. This check-up looks at what the name still carries and what it lost.

Key takeaways

- The original chain's coupons and wide choice of national brands were its reasons to visit. The Associated Press reported that the shift to store brands and fewer coupons from late 2019 proved disastrous.
- The coupon was one of its most distinctive brand assets. Taking it away removed a habit customers had built around the store.
- Overstock bought the name for $21.5 million in 2023, then renamed itself twice, ending as Bed Bath & Beyond, Inc. It still honours the old coupon.
- The name has not yet brought customers back: active customers fell to 4.15 million from 5.96 million a year earlier, even as stores begin to reopen through Kirkland's conversions.

Marketing health check

Area	Finding
Distinctive assets	Still alive. The coupon is honoured online and in stores.
Customers	Falling. 4.15 million active, from 5.96 million.
Name	Widely known. Bought for $21.5 million in 2023.
Store presence	Returning through Kirkland's conversions.
Promise	Unclear. What the new Bed Bath & Beyond stands for is still being written.

Timeline

When	What happened
Late 2019	New management cuts coupons and pushes store brands over national brands.
Jun 2022	The CEO who led the change is ousted.
Aug 2022	About 150 stores are to close.
Apr 23, 2023	Bed Bath & Beyond files for Chapter 11 and begins winding down.
Jun 2023	Overstock buys the name for $21.5 million, with no stores.
Nov 2023	Overstock renames itself Beyond, Inc.
Aug 2025	The first Bed Bath & Beyond Home store opens near Nashville. The company renames itself Bed Bath & Beyond, Inc.
Sep 2025	It buys the Kirkland's Home brand; 250 to 275 Kirkland's stores are to be converted.

What happened: the reasons to visit were taken away

Bed Bath & Beyond's 15 to 20 percent coupons were "ubiquitous," as the Associated Press put it. In our view, that coupon was one of its most distinctive brand assets. Shoppers kept them in drawers and cars and planned trips around them.

From late 2019, new management cut coupons and pushed store brands over the national brands people came for, which the AP said proved disastrous. Poor assortments and a slow online push made it harder to compete with Target, Walmart and Wayfair. In April 2023 the company filed for Chapter 11 with 360 Bed Bath & Beyond stores and began winding down.

The diagnosis: two promises broken at once

- **The coupon was the habit.** Taking away a discount customers have built habits around is a pricing strategy decision with brand consequences.
- **The brands were the range.** Replacing familiar national brands with store brands removed the second reason to visit.
- **Online came late.** Rivals made home shopping easy online while Bed Bath & Beyond was still reworking its stores.

The treatment: a famous name, bought and rebuilt

In June 2023 Overstock paid $21.5 million for the name and digital assets. Its CEO called it "an iconic consumer brand, well-known in the home retail marketplace." It renamed itself Beyond, Inc. in November 2023, then Bed Bath & Beyond, Inc. in August 2025, and said it would keep accepting the old coupon.

It is also going back into stores. The first Bed Bath & Beyond Home store opened in Brentwood, Tennessee, with the company formerly known as Kirkland's, which plans to convert 250 to 275 of its stores over two years.

The result so far: known, but fewer buyers

Recognition has not yet turned into growth. In the third quarter of 2025, revenue fell 17.4% and active customers dropped to 4.15 million from 5.96 million a year earlier, even after a year of higher sales and marketing spending. Fewer customers are spending a little more per order. The open question is customer retention.

Lessons for your marketing

1. Customers buy a promise they can collect on. Don't take away the habit that brings them in.
2. Know which of your offers are distinctive assets before you cut them for margin.
3. A name can be bought for $21.5 million. The shopping habits behind it have to be earned again, one order at a time.
4. Before renaming a company around an acquired brand, read our guide on when to rebrand and check customers still want what the name stood for.
5. Measure active customers, not just awareness.

The doctor will see you now.

Book a free marketing check-up at marketingdoctor.ca/contact. We'll examine your marketing, show you what's holding growth back and prescribe what to fix first.

Sources

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