

Client Case Study—Building Leadership Capability

Build-A-Bear Workshop: Defining Strategic Growth Opportunities

The Challenge:

Build-A-Bear Workshop quickly became one of the most loved, fastest growing brands in America. When the financial crisis hit, virtually every retailer across the country faced enormous challenges to preserve same store sales. In the spirit of “a crisis is a terrible thing to waste,” Build-A-Bear Workshop decided to use the opportunity to chart a new direction for growth.



The Solution:

SPCI worked directly with Maxine Clark, Build-A-Bear’s Chief Executive Bear, along with her executive team and board of directors, to apply a set of tools and methodologies to evaluate the company’s strategic options for making the world’s most innovative retailer even more innovative.

Combining market and guest satisfaction data with tools that included the Innovation Radar and a Portfolio Management framework, Build-A-Bear’s board and executive team worked with an SPCI consultant to chart a clear long-term strategy for growth.

The Results:

Build-A-Bear has come through the worst retail environment with a strong balance sheet and has stabilized store performance. New designs to the Guest Experience have demonstrated extremely positive results as the company goes forward with a solid plan for its future.

The Service Profit Chain Institute

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