



*BOOT*

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Griffin Sanders, Anthony Terenzetti, Ben Viljac, Cate Salditt, Dylan  
Spearman

# Boot Barn - Overview

***One of America's largest  
western and workwear  
retailers***



1978	2012	2015
Ken Meany founded Boot Barn	Jim Conroy elected CEO of Boot Barn	Conroy acquires Sheplers through new growth strategy
2018	2019	2023
12 new stores created this year alone	Did \$776.9 million in sales, 14.6% growth	347 stores in 43 states

# Planning - Boot Barn

- Mission Statement: “We say that our customers feed America, build America, and protect America. With an uncompromising desire to support the local communities we serve, we proudly offer the broadest selection of cowboy boots, work boots, Western wear, workwear, Western-inspired fashion, and outdoor gear”
- Boot Barn uses a growth strategy
  - Adding new stores, building exclusive brands, using e-commerce to drive traffic into stores, empowering same-store sales growth
  - Strategic usage of social media
  - Product exclusivity: partnering with country music stars who each have their own unique boot designs and apparel



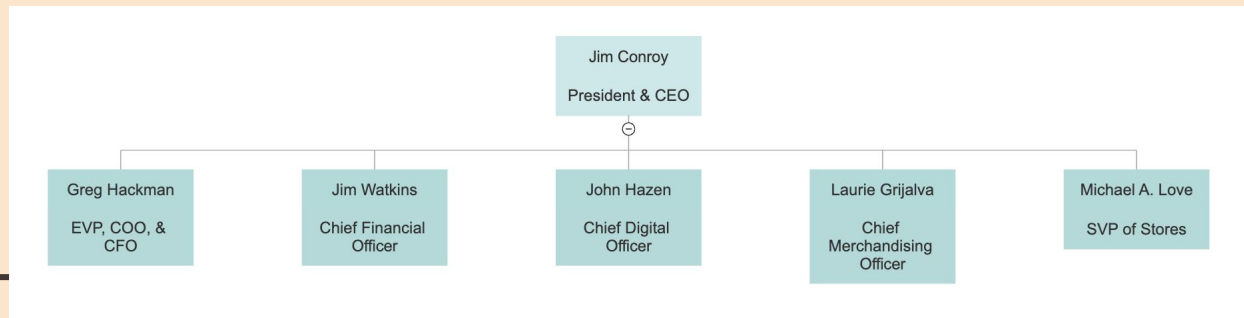
# Planning - Boot Barn

- Boot Barn engages in vertical integration in order to pursue their growth strategy
  - Boot Barn's Made by the West collection featuring its leading in-house brands are built and sold directly from Boot Barn to consumers
  - Cody James, Shyanne, Idyllwind, Moonshine Spirit, and El Dorado are Boot Barn's premium handcrafted boot brands
- Target Market
  - Workers looking for high quality, durable footwear
  - Outdoorsmen
  - Western fashion enthusiasts
  - Rodeo performers/fans
- Top Competitors
  - Cavender's
  - Country Outfitter



# Organizing - Boot Barn

- The company has a divisional structure, which is common for companies who have many subsidiaries and branch out into different lines of business
  - This structure makes leadership much easier to manage, since it allows every individual subsidiary, store, etc. to have a personal relationship with leadership
- Its span of control is limited to the US - which is relatively small compared to the span of control of international corporations
  - However, the company still has hundreds of stores (and, by extension, thousands of employees)



# Organizing - Boot Barn

- Decision making within the company is somewhat decentralized
  - It has a board of directors, plus a Chief Merchandising Officer and a Chief Digital Officer
- Decentralized decision making is beneficial for the same reasons as a divisional structure - with a company as large as Boot Barn, decentralized decision making makes it much easier to manage individual subsidiaries, stores, etc.
- The company's organizational culture supports the Western community, by sponsoring hundreds of community (most notably rodeos) and by sharing the stories of people within the community
  - The company has also contributed to nonprofits that support veterans

# Leading - Boot Barn

- President and CEO of Boot Barn since 2012
- Claire's Stores Inc., Blockbuster Entertainment Group, and Kurt Salmon Associates are companies he has been a part of
- Currently serves on the board of directors for Party City Holdco Inc.
- Graduated from Cornell University with bachelor's degree in business management and statistics and a master's degree in business administration
- Team oriented philosophy where he gives everyone their own role so they can contribute ideas and work together
- According to Forbes, he has helped Boot Barn place #72 in Best Small Cap Companies in 2023 and #84 in America's Best Midsize Employers in 2023
- According to Comparably he has been given a score of 72/100 by employees, ranking him well among stakeholders

**CEO Jim Conroy**



# Leading - Boot Barn

## Other Top Leaders

- **Executive Vice President and COO** - Greg Hackman since November 2021
- **Chief Merchandising Officer** - Laurie Grijalva since July 2014
- **Chief Digital Officer** - John Hazen since March 2018
- **Chief Financial Officer** - Jim Watkins since November 2021
- **Chief Retail Officer** - Michael A. Love since May 2022



# Controlling - Boot Barn

## Board of Directors

**JIM CONROY (2012)- PRESIDENT AND CHIEF EXECUTIVE OFFICER**

**PETER STARRETT (2012)- CHAIRMAN OF THE BOARD** -Heads up the board and reports to Conroy. Has extensive experience in both public and private retail.

**CHRIS BRUZZO (2021)- DIRECTOR** -Executive Vice President and Chief Experience Officer of Electronic Arts. Mr. Bruzzo has more than 15 years of experience working for global consumer brands

**EDDIE BURT (2021)- DIRECTOR** -serves as the Executive Vice President, Chief Supply Chain Officer of Big Lots Inc

**LISA G. LAUBE (2018)- DIRECTOR** - responsible for Merchandising, Marketing, Training, E-Commerce and Store Operations.

**ANNE MACDONALD (2018)- DIRECTOR** - 30+ years of experience and insight in marketing, building brands and developing/launching new products.

**BRENDA I. MORRIS (2014)- DIRECTOR** - Proficient in accounting and executive management.

**BRADLEY M. WESTON (2018)- DIRECTOR** -currently serves as the Chief Executive Officer of Party City Holdco Inc.

# Controlling- Boot Barn

- The company uses an effective four-part growth strategy to help reach its goals
  - The strategy consists of adding new stores, building exclusive brands, utilizing e-commerce, and empowering “same-store sales growth”. This also gives the company a lot of room to expand and take over uncharted territory in the niche market of functional designer western wear. An area in retail with very little competition.
- Boot Barns also uses various tools and technologies in order to be efficient and progress towards their goals.
  - Jim Conroy is persistent in his tracking of foot traffic in brick and mortar establishments as well as in e-commerce. He has used placer.ai which is a mobile phone location analytics company in order to keep track of this foot traffic. He and his executive team have used this information in order to plan out better store locations which has been steadily improving Boot Barn’s foot traffic since 2017.

# Controlling - Boot Barn

- Quality control from a customer's perspective is heavily focussed on, but customer service needs improvement..
  - Boot Barn prides themselves on using mainly real, high quality leather rather than synthetic materials, But has received many complaints with shipping, returns, and overall customer service that include receiving incorrect items, not getting any items at all after payment, and large losses after returning items.
- Boot Barn has encountered some large organizational control issues.
  - In 2017 Boot Barn had an issue with trying to move their e-commerce sites to a new platform. The objective of this was in order to access inventories and other expanded product options not available in stores. This ultimately lead to a large decline in traffic, But came back up after many improvements were made to better the site's UI.

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