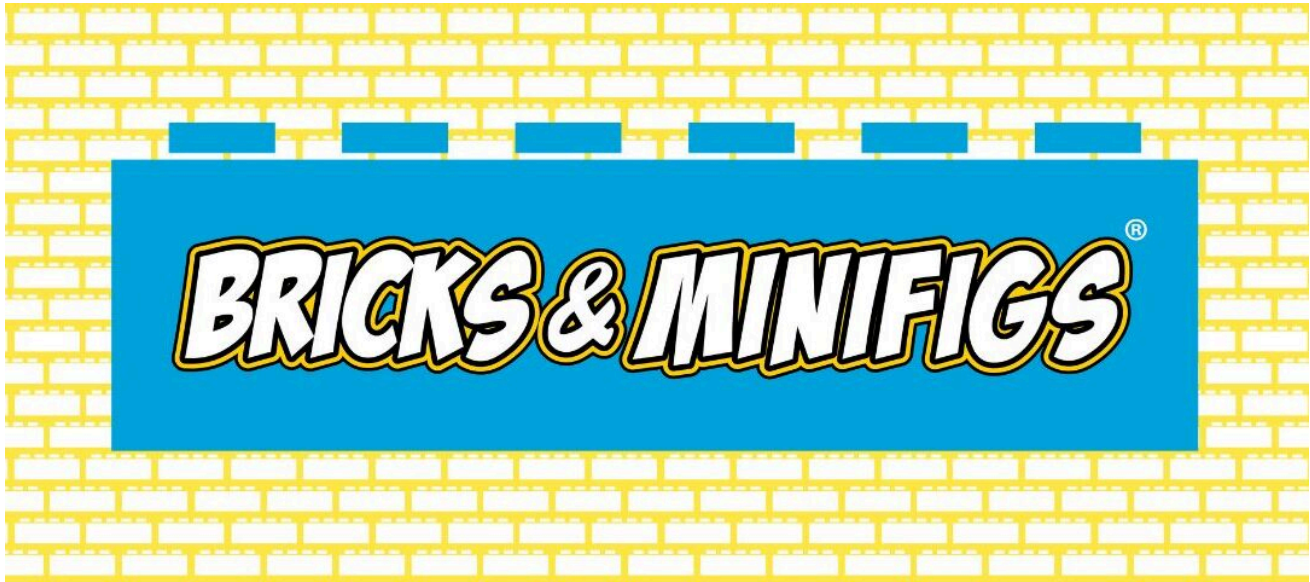


BRICKS & MINIFIGS®: AN UPDATE ON BRAND IMPROVEMENTS AND PENDING LITIGATION

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At Bricks & Minifigs, we understand trust is earned through actions, not just words.

Over the past several weeks, we've heard from customers, franchise owners, LEGO enthusiasts, and other community members, who care deeply about our brand. We know people have been concerned, frustrated, and disappointed by what they've seen and heard in the social media world about Bricks & Minifigs. We also understand that, for some people, this hasn't been just about one store or one situation. It has raised broader questions about trust, accountability, communication and how we protect the values that make Bricks & Minifigs special.

Bricks & Minifigs isn't just another retail concept. We built our stores around creativity, childhood memories, family moments, collectors, and local communities. Because of that, customers rightly expect a higher level of care, transparency and responsibility from us, something that we believe in.

While much of the public discussion has been based on incomplete or inaccurate information, we also recognize simply correcting misinformation isn't enough. People also

want to know we understand why they have raised concerns, what we've learned, and how we are improving as a result.

Operational Improvements

As our franchise system has experienced tremendous growth over the last few years as well as through this current situation, we've identified several areas that can be improved, and we've already begun making meaningful changes, including the following:

1. Increased Operational Support

In order to better support our franchisees, we recently hired experienced field coaches and a field coach manager. This increases store-level visibility with more consistent insight into store operations and more direct support for franchise owners. With our coaches, we're working to strengthen areas such as brand standards, inventory management and customer interaction.

2. Improved Franchisee Qualifications

Since 2023, we've improved how we qualify new franchise candidates, including background checks, higher financial requirements, and stronger internal expectations around business acumen, professionalism, and operational readiness. It is imperative that our franchisees, running your local BAM store, are the right people. Each store owner needs to embody Bricks & Minifigs' five core values: Creative, Inclusive, Collaborative, Clean, and Service-Oriented.

3. Standardized Inventory and Trade Systems

We've invested significant resources into our recently required internal trade and inventory management system. We now require all franchisees to use this system to enhance consistency around inventory purchasing, trade-ins and store inventory practices.

We are also continuing to develop additional tools designed to make the customer trade experience more transparent, consistent and smooth.

4. New Franchisee Training and Mentorship

We've engaged a group of veteran store owners to help us build a mentorship program so owners have clearer expectations, stronger support and better tools to operate, market, and grow successfully.

5. Standardized Offboarding Processes

Sometimes stores within the Bricks & Minifigs system change hands, or have to close, due to a variety of personal and professional reasons. We're refining a more standardized franchisee offboarding process, including third-party evaluations of inventory and fixtures where

possible, so we can handle store transitions and exits with optimal consistency and professionalism.

6. Expansion of Board Leadership

We're also expanding our board of directors to include outside perspectives and a franchisee voice, because we believe our growing brand benefits from broader experience, stronger oversight, and constructive input from people who understand both the business and the diverse communities we serve.

7. Commitment to Better Communication

Finally, we recognize the value of timely and clear communication during difficult moments. Correcting inaccurate claims and acknowledging legitimate concerns aren't the same thing. Going forward, we're committed to leading with empathy and accountability first, then clarifying facts second. Both matter, but so does the order.

The Pending Litigation

Some have asked why Bricks & Minifigs hasn't simply dropped the pending litigation connected to this matter. The answer is that accountability and integrity must run both ways. We remain open to a mediated, amicable resolution, and we don't view litigation as the preferred path. We're also not willing to submit to manipulation, threats and unsupported accusations.

However, we have a responsibility to protect our franchise owners, store teams, customers, and the brand from conduct we believe has crossed the line from fair criticism into harassment, misrepresentation, and targeted harm. Good-faith questions, frustration, and criticism deserve to be heard, but we cannot condone false statements, a selective presentation of facts, and intimidation and threats toward independent small business owners and their employees. We will not try this matter on social media, and we will not use this statement to relitigate every disputed detail. Those issues belong in mediation and, if necessary, the legal process.

We appreciate the federal court's issuance of a Preliminary Injunction, which is focused on the protection of our franchisees and brand from a host of unlawful activities and reckless behavior.

While potentially negative social media chatter will likely continue, we will continue to defend our brand and rights to conduct business. However, the legal process doesn't change our responsibility to listen, learn, and improve. We're sorry for the concern, confusion, and loss of

confidence this situation has caused among customers, owners, and communities who care about Bricks & Minifigs.

What's Next for Bricks & Minifigs

We know trust isn't rebuilt by just asking people to move on. It's rebuilt by listening, learning, changing and showing through consistent action that the system is stronger than it was before.

We remain dedicated to doing so.

To our customers and communities: Thank you for caring enough to speak up, ask hard questions, and hold this brand to a high standard. We hear you, and we're committed to earning and protecting your trust going forward.

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