

Selling big and bulky online

A playbook for Home
& Garden ecommerce



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Executive summary

The operational blueprint for profitable growth

Every mile of freight, every square foot of storage, and every return shipped back costs a Home & Garden retailer more than it costs a small-parcel seller. All that means revenue can climb while profits shrink.

That's the real divide in this category. Some retailers focus on simply selling more. Others control margin and turn a long, high-consideration buying journey into a profitable one.

This report draws on Linnworks' Online Retail Insights survey of 4,000 US and UK shoppers. It translates general ecommerce behavior into the operational realities facing Home & Garden retailers: bulky fulfillment, seasonal swings, a complex catalogue, and costly returns.



The modern Home & Garden shopper: demanding, research-driven, and price-aware

Today's customers are informed and deliberate:

69% prioritize price

41% expect fast delivery

36% say an easy returns policy influences where they buy

59% begin their journey on general marketplaces like Amazon and eBay

In Home & Garden, informed customers have even more complex buying behavior. Larger, higher-ticket items often involve weeks of research across devices and channels. Shoppers compare pricing across multiple retailers before committing. Many still visit a physical store to check size, quality, or finish before buying online.

For retailers, that means inventory has to be accurate on every channel, because a shopper who

spots a mismatch between what a marketplace shows and what the website says loses confidence immediately. The same discipline needs to extend to pricing, availability, and product content, all of it consistent everywhere, with a shopper's basket surviving the move from one device to another. In high-consideration categories like furniture, décor, and outdoor structures, any inconsistency erodes trust, and trust is what drives the sale.

Complexity is the core challenge

Home & Garden retailers run some of the most demanding operations in ecommerce, and the complexity comes from every direction at once. Catalogues run to thousands of SKUs and variants, some of them made to order, like blinds cut to size or a configurable sectional sofa. Shipping is bulky and expensive, demand swings hard by season, and returns on large items cost more than returns on almost anything else.

Customers still expect a simple checkout. Delivering that takes coordinated inventory, current data across every system, and automated fulfillment. Without that groundwork, growth just makes the problems bigger: more stockouts, more mispicks, more stock sitting in the warehouse as a safety net, and thinner margins.

Returns: the biggest margin risk

Returns carry real financial weight in Home & Garden, especially for large items like sofas and garden furniture. Shoppers overwhelmingly value free, simple returns (81%), and a good returns experience makes repeat purchases far more likely (78% say they'd buy again after one). But for large items, a return is expensive to process. It doubles shipping costs, adds warehouse labor, risks damage write-offs, and ties up cash.

Made-to-order products carry a different risk again. A sizing or configuration error on a made-to-measure blind, or a custom sofa, usually can't be resold. It's not a returns cost. It's a straight write-off. Richer product content, accurate specifications, and better visualization cut down avoidable returns, protecting profit.

81%

of shoppers value free,
simple returns



78%

say a good returns experience
makes repeat purchases



Marketplace growth vs. margin control

General marketplaces like Amazon and eBay are the top discovery channel for most shoppers.

59% start their shopping journey there, more than anywhere else the survey measured. Marketplaces drive real visibility, but they also

compress margins and dilute brand ownership. The retailers who manage this well don't lean on marketplaces alone. They use marketplaces for reach, and build margin and brand ownership through their own direct channels.

59%

start their shopping journey on Amazon and eBay



The year ahead is about operational differentiation

For Home & Garden retailers, the edge over competitors won't come from promotions. It will come from how tightly the operation runs.

The winning brands forecast demand to handle seasonal spikes without overstocking, and keep that same inventory visibility current across

every warehouse and channel. They automate order and shipping workflows to cut errors and costs, improve product content to bring return rates down, and carry all of it through to a customer experience that stays consistent everywhere they sell.

The bottom line

- ✓ Home & Garden ecommerce runs on a real tension.
- ✓ Customers want more speed and simplicity.
- ✓ Operations get more complex and more costly.

Retailers that connect their systems, automate intelligently, and run operations like a growth lever will outperform the ones still working from disconnected processes.

Growth is achievable.
Profitable growth takes control.



How Home & Garden shoppers actually buy

Furniture and garden equipment don't sell the way phone cases or T-shirts do. Home & Garden purchases get researched, compared, measured against a room or a garden, and often discussed with someone else before checkout.

High-consideration, long research cycles

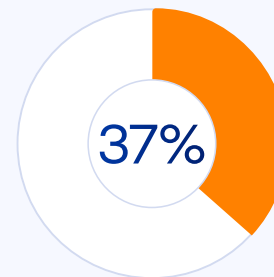
Home & Garden purchases are often high-ticket. They're highly visible, and they sit in someone's home for years. The buying pattern shows it.

For big-ticket items, digital research and in-person validation work together, not against each other. Provoke Insights' Fall/Winter 2025 study found that sofas and sectionals still close in-store much of the time (65% and 69%). But HomeByMe's Digital Furniture Index, a survey of 9,000 US consumers, found that 63% of kitchen buyers say they were first inspired online, even though 90% still want to see the product up close before committing.

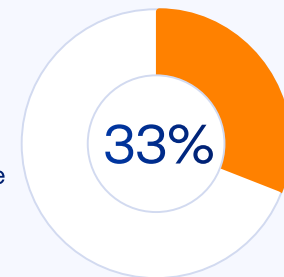
The purchase might close in a showroom. The decision usually starts online, which is exactly where retailers win or lose it.

In the UK, Linnworks' 2024 Home & Garden survey points to the same hybrid pattern, at a smaller scale. 37% of UK shoppers price-check online before buying, and 33% still prefer to test a product in person before buying in-store.

A single shopper might discover a product on mobile, compare it across marketplaces, visit a showroom, read reviews, and only finish the purchase on desktop days or weeks later. That journey is fragmented, and friction breaks it easily. If pricing differs between channels, if stock looks inconsistent, or if a saved basket disappears, confidence drops immediately, and the sale usually goes with it.



of UK shoppers price-check online before buying



of UK shoppers still prefer to test a product in person before buying in-store



The operational implications

For inventory-heavy, multichannel retailers, this buying behavior creates real pressure in four places.



First, baskets need to persist across devices. Customers browse on mobile and buy on desktop. If their basket, saved items, or configuration choices vanish between sessions, a high-value sale is at risk.



Second, inconsistent pricing breaks trust. Over a third of shoppers actively check prices before buying. A mismatch between your website, marketplaces, and in-store pricing creates doubt, and in high-ticket categories, doubt delays the purchase or sends the shopper to a competitor.



Third, a slow response during research costs the sale. High-consideration purchases raise real questions: delivery timelines, assembly, dimensions, materials. If support is slow or unavailable while the customer is deciding, they move on.



Fourth, inventory accuracy has to hold. Nothing kills credibility faster than a sofa or garden structure that looks available and turns out to be out of stock. That matters most for large items, which often take longer to restock.

In Home & Garden, every operational error is amplified by order value and shipping cost.

What this means for you



Today's Home & Garden buying journey is complex and highly sensitive to accuracy. That means the same data needs to show up correctly at every point a shopper looks.

Stock levels should match across every channel, marketplaces, website, and any physical locations, to prevent overselling. And product specs, measurements, and content should come from one shared

source of truth to keep every touchpoint consistent and cut confusion-driven returns.

The customer journey also needs to stay connected. As shoppers switch from mobile browsing to desktop checkout, basket contents and configuration choices should carry over. That keeps a high-value sale from stalling out over a lost basket.

What to do about it



Shoppers who switch devices, compare prices across retailers, and expect detailed answers before they buy need more than a presence on multiple channels.

They need retailers with real control over what those channels show and promise. That control is what converts high-value, high-consideration customers.

In practice, that starts with one system for pricing, availability, and product content, so everything is consistent wherever a customer goes. From there, the path from mobile discovery

to desktop purchase needs to stay frictionless, with accounts holding onto basket contents and choices no matter the device. And once a shopper is engaged enough to ask a detailed question, live chat and support teams need direct access to inventory and fulfillment timelines, so those questions get fast, accurate answers instead of stalling the sale.

Get the journey right, and back-end complexity becomes a front-end advantage: cautious shoppers convert, and long-term profit holds up.

The catalogue complexity problem: building trust and managing risk

Home & Garden retailers run some of the most complex product catalogues in ecommerce: thousands of SKUs, variants in size, color, material, and finish, and made-to-order items like fitted kitchens and garden buildings. That complexity sits alongside rising demand for product clarity and regulatory compliance that isn't optional.

Every extra variant adds operational load, whether it's a stocked color option or a made-to-order dimension on a garden building. Each one raises the risk of a mismatch between what customers expect and what arrives.

Customers are exacting about detail:

91%

require clear, detailed descriptions

88%

expect high-quality images

81%

say accurate sizing is critical

In this category, uncertainty turns straight into cost. When customers can't picture the scale, material, or fit of an item, they hesitate, or worse, they buy it and send it back.





The regulatory and sustainability mandate

Product data also has to satisfy legal obligations, and they differ by market.

UK

retailers need compliance built into their core systems for packaging Extended Producer Responsibility (EPR), WEEE rules for electrical tools, APHA plant passport requirements, and UKCA marking.

US

retailers face a different set. Seven states now have their own packaging EPR laws (California, Colorado, Maine, Maryland, Minnesota, Oregon, and Washington, with more states in progress), and USDA APHIS requires import permits and phytosanitary certificates for live plants and seeds.

Miss the rules that apply to your market, and you risk fines, blocked listings, or a forced product recall.

Sustainability expectations are rising alongside these rules. Linnworks' 2024 UK Home & Garden survey found that a third of UK shoppers favor plastic-free packaging, and a third prefer to buy local. Done well, with product data customers can actually verify, sustainability becomes a real brand differentiator.



a third of UK shoppers favor plastic-free packaging



a third of UK shoppers prefer to buy local

What this means for you



Product complexity, regulatory compliance, and customer demand for clarity all come down to the same thing: how well you manage your data. Get that right, and you build trust, cut risk, and protect profitability.

One shared source of truth for specs, variants, and content removes the kind of inconsistency that ruins customer experience, and the same data does double duty elsewhere. Detailed content, strong imagery, and visualization tools like AR and 3D cut the returns caused by ambiguity, including the double shipping costs and write-offs that come with them.

Centralized data can also power the kind of front-end transparency tools that turn a sustainability claim into something customers can actually verify.

The compliance side needs the same discipline. Regulatory requirements should sit inside product creation and listing workflows from the start, not get bolted on afterward, which cuts manual errors and the risk of non-compliance fines. That same discipline applies to pricing: it should account for the real cost of regulatory reporting too, like EPR packaging fees, so margin forecasts reflect reality rather than guesswork.

What to do about it



A centralized commerce operations platform, built around Product Information Management (PIM), turns these separate problems into one system to manage.

It's the one place that holds accurate specs, variants, and content, so every channel shows the same description. It also powers the imagery and visualization tools that close the gap between what a listing shows and what arrives, which is where most ambiguity-driven returns start.

The same system carries compliance and sustainability data. Regulatory requirements sit inside product creation and listing workflows from the start, so fewer manual errors slip through, and sustainability claims come with data customers can verify.

The big and bulky fulfillment reality

Consumer expectations are shaped by small-parcel ecommerce. Home & Garden fulfillment breaks that model.



You're shipping **sofas, garden structures, power tools, outdoor furniture sets**, and **seasonal items** like **patio heaters** and **snow blowers** that spike hard for one season and sit idle the rest of the year.

The operational reality includes bulky freight and dimensional weight pricing, limited warehouse capacity, and seasonal peaks like the spring and summer rush for garden furniture and equipment. Add customs delays and duty costs on cross-border shipments, plus a high storage cost per unit, and margin disappears fast.



\$ The finance perspective

For Home & Garden retailers, profitability erodes if they match small-parcel expectations without adjusting the underlying cost structure. Shipping and returns costs compound as volume grows, so a business built on thin or negative unit economics doesn't get more profitable as it scales. It gets less profitable, faster.

Seasonal stock adds a different kind of risk: cash, not just margin. Anything left unsold when demand drops at the end of the season sits in the warehouse, tying up capital that could be funding next season's stock instead.

What this means for you



Closing the gap between customer expectations and the reality of bulky-goods fulfillment takes real control over efficiency, profitability, and trust.

It starts with where inventory sits. Spreading stock across a multi-warehouse network cuts last-mile cost and transit time, and eases pressure on limited central capacity. The same forecasting discipline should extend to purchasing. Predictive modeling that lines up buying with seasonal demand curves keeps cash and warehouse space from getting stuck in dead stock during the off-season.

Positioning inventory well only helps if shipping costs are equally visible. Integrating carriers and automating label generation cuts the manual errors that

creep in when someone's comparing bulky freight rates by hand. Building dimensional weight pricing into the cost of goods from the start means that cost shows up upfront, not as a surprise later.

Even with tighter logistics, delays still happen. That's where communication matters: realistic delivery timelines and proactive tracking updates catch problems before they turn into service tickets, chargebacks, or cancellations.

And when a return does happen, structured handling, like scheduled collection, keeps it from compounding. It keeps returns moving instead of piling up, protects the warehouse from strain and damage, and stops the slow margin leak that comes from returns nobody's managing.

What to do about it



The goal isn't zero cost. It's controlling and optimizing the cost you have, which turns fulfillment into a real differentiator instead of a liability.

Most competitors treat fulfillment as a cost to minimize, not a capability to build.

That gap is the opportunity. Retailers who get demand forecasting, carrier management, and returns handling right can make the accurate delivery promises and easy returns that shoppers already say they want, without absorbing the losses that come from doing it blind.

Marketplaces, social, and the Amazon question

59% of shoppers start their journey on general marketplaces like Amazon and eBay, the single most common starting point the survey measured. In the UK Home & Garden sector specifically, Linnworks' 2024 Home & Garden survey found Amazon alone reaches 86% of buyers.

86%

of buyers reached
by Amazon alone



The marketplace trade-off

Marketplaces drive real reach, but relying on them carries risk, and it shows up in more than one place at once. Commission fees compress margins while algorithm changes hit visibility overnight. And the longer a retailer depends on that reach, the more brand ownership fades, and customer data stays with the platform instead of with them.



What this means for you



Managing multichannel expansion without losing efficiency, margin, or trust takes one consistent approach across every platform, not a different one for each.

Accurate, consistent inventory across every sales channel prevents costly overselling, and the same discipline applies to pricing and content: one source of truth for pricing, product content, and availability keeps every platform consistent and removes the pricing conflicts that erode customer trust.

That same consistency needs to extend to the back end. Automated syncing handles the volume of product data, variants, and order flow

across channels without manual work, and profit calculated per channel, factoring in commission fees, fulfillment costs, and return rates, informs smarter decisions on listings and pricing.

Direct investment matters too, starting with real effort on your own website, where brand ownership and customer data stay yours. That same discipline should extend to promotions, managed centrally so reactive discounting doesn't eat into overall margin, and to the post-purchase experience, keeping shipping updates and returns consistent and high-quality everywhere you sell to protect both trust and brand equity.

What to do about it



Sustainable growth comes from using marketplaces for reach, while building equity and control through your own direct channels.

Marketplaces are rented land. They're strong for reach, but weak as a foundation for the business.

Treating them as a top-of-funnel channel, and accepting the margin trade-off for visibility and volume, makes sense. Treating them as the core of long-term brand building doesn't. The real equity and margin come from your direct channels. Invest in your own website's customer experience, brand, and product

pages, so they can compete with marketplace listings. Every customer you convert to your own platform is worth more: higher margin, full customer data, stronger brand ownership.

A commerce operations platform that centralizes product data, inventory, and order management gives you one source of truth across every channel. That protects against the pricing conflicts and overselling that disconnected systems create, while keeping pricing, inventory, and brand experience under one roof. The post-purchase experience needs to stay consistent everywhere, protecting the trust and brand equity you build on your own site.

Returns strategy: protecting margin and driving retention

Returns carry real weight in Home & Garden. They're a financial risk, and a key factor in whether a customer buys from you again. For large, bulky items, the costs are higher, and the post-purchase experience shapes whether that customer comes back.



The real cost of an avoidable return

Furniture and other large home items carry a real return burden, with size and colour mismatch among the most common causes.

Ecommerce return rates vary widely by category industry-wide. General benchmarks put furniture and home goods somewhat below the all-category online average, but there isn't a reliable, current, category-specific figure for Home & Garden yet, so we've left this directional rather than quoting a

single percentage. In high-ticket categories, even a small number of returns can wipe out the profit from several successful sales.

Every avoidable return doubles shipping costs, adds warehouse handling and labor, risks damage write-offs and delayed resale, and ties up cash. Weak product clarity raises return rates, makes inventory forecasting unreliable, and increases the risk of damage.



What this means for you



Returns need to shift from a cost you absorb into a process you manage, and a lever for keeping customers.

That takes coordinated attention across the business, not just the returns desk.

Structured return management, like scheduled collection, smooths the flow of bulky items and prevents warehouse bottlenecks, labor spikes, and damage write-offs. That same process should feed information forward, not just handle the item: return reason data sent straight back to product and content teams helps fix the root causes of avoidable returns, like sizing or color mismatch, instead of just processing them one at a time.

Higher return volume in bulky goods also gives you something to negotiate with: better carrier rates for shipping items back, which cuts double shipping costs.

The same volume is also a chance to protect cash rather than just process refunds. Offering store credit or product swaps ahead of an outright refund keeps revenue in the business instead of tied up in the return cycle. And once the total cost of each return is tracked by SKU, shipping, labor, and write-offs included, the real profitability of a product becomes visible enough to shape pricing and discounting decisions.

Seen this way, investing in product clarity, PIM, AR, and visualization tools is a direct way to protect margin. A small drop in return rate makes a real difference to profitability in a bulky-goods business.

What to do about it



78% of customers are likely to buy again after a positive return experience

Reducing returns starts with removing ambiguity before checkout, since size and color mismatch are among the most common reasons customers send items back.

Centralizing product data keeps specs, measurements, and materials consistent across your website, marketplaces, and in-store systems.

AR and visualization tools let customers place products in their own space before buying. The clearer the picture, the lower the risk of a fit-based return. Detailed spec sheets and customer reviews that mention size and color accuracy surface the details that would otherwise only show up after delivery.

Prevention only gets you so far, though. 78% of customers are likely to buy again after a positive return experience, so how a return gets handled matters just as much as stopping it in the first place.

Getting this right starts with the physical handling: free returns with scheduled collection for large items keep things

moving and reduce warehouse strain and damage risk.

Once the item itself is moving smoothly, the paperwork shouldn't slow things down either. Automating return approvals, label generation, and refund workflows cuts the manual processing time and overhead that would otherwise fall on someone for every return.

And the money doesn't have to leave the business at all in some cases: store credit or product swaps, offered ahead of a straight refund, protect revenue and working capital. Underneath all of it, tracking return drivers by SKU and variant surfaces the systemic issues — a confusing description, a hard assembly step, a sizing problem — and feeds that data straight back to the product content team, so the same mistake doesn't get repeated.

Treat returns strategy as a way to protect margin and keep customers, not just a cost center. A smooth process turns a costly operational headache into a reason customers trust you long-term.

Regulatory & sustainability pressures

Home & Garden retailers face real compliance and sustainability pressure, and the specific obligations differ sharply by market.

A market-by-market obligation

For Home & Garden retailers selling in both markets, that difference is the real challenge: it's not one set of rules to track, but two, running on different timelines and different definitions of compliance. A retailer expanding from the UK into the US, or the reverse, inherits a second regulatory system rather than a variation on the first.

Sustainability expectations are rising alongside these obligations, and they don't stay confined to one market either. Linnworks' 2024 UK

Home & Garden survey found a third of UK shoppers favor plastic-free packaging, and a third favor locally sourced products.

Operational leaders need compliance tracking built into core systems. Finance teams need to model packaging costs and reporting requirements accurately. Done strategically, sustainability can shift from a cost center to a real brand differentiator, especially with eco-conscious shoppers.



What this means for you



Regulatory mandates and rising sustainability demands mean compliance now touches every part of the business, not just legal or product.

That starts with pricing: it needs to account for compliance costs, like EPR packaging fees and non-compliance fines, or the business is carrying financial and legal risk it hasn't priced in. It also means product creation workflows

connecting with compliance tracking directly, rather than treating the two as separate systems that happen to need the same data, to prevent costly errors and mismatched information.

And product data customers can actually verify turns a sustainability claim, like locally sourced or plastic-free, from a simple statement into a real brand differentiator that builds loyalty.

What to do about it



Retailers need to build compliance and sustainability into everyday systems, not treat them as separate projects.

One product information system can hold all of it in one place: specs, regulatory markers like UKCA in the UK or state EPR registration in the US, and sustainability claims. Regulatory steps should sit directly in product setup and listing, not get handled as an afterthought.

Finance teams need to model the real costs of regulatory reporting and packaging fees into pricing and margin forecasts. And centralized data can power the kind of transparency tools that give customers easy access to verified sustainability and compliance information, which builds trust and supports the sale.

The operational blueprint

Operational maturity will define who wins in Home & Garden. Retailers with tighter operations protect margin more consistently than those competing on price alone. That maturity rests on four pillars.

Pillar 1: Inventory & demand intelligence

Inventory accuracy and foresight cut overselling, sharpen forecasting, and protect working capital. In practice, that means accurate, closely synced stock visibility across every channel, and forecasting that lines up seasonal demand with purchasing. It also means keeping inventory in sync across every location, with safety stock modeled for best sellers and slow-to-restock items.



Pillar 2: Product & compliance data trust

Centralized data cuts uncertainty, which matters for reducing costly returns and managing regulatory risk that isn't optional. That starts with one product information system everyone actually trusts, backed by AR, 3D, and detailed content that cut returns proactively. It also means compliance workflows for EPR and UKCA in the UK, or state-level EPR in the US, built into product setup, with customers able to verify sustainability and compliance claims for themselves.



Pillar 3: Connected, profitable commerce

Knowing your margin and keeping systems connected drives profitable growth across every channel, turning back-end complexity into a front-end advantage. That means margin tracked by channel, factoring in fees, fulfillment, and returns, with discounts managed centrally instead of run ad hoc. It also means a shopper's basket and preferences carrying across devices, and marketplaces, your website, and any physical locations all staying in sync.



Pillar 4: Post-purchase & retention excellence

Keeping customers costs less than acquiring new ones, and strengthens long-term profit by managing the post-purchase journey well. That means structured return management with scheduled collection for bulky items, and return approvals, labels, and refunds automated instead of processed by hand. It also means return data feeding back to the product content team so the same mistakes don't repeat, paired with shipping updates and fast research support through live chat.



Home & Garden operations maturity model

Where a retailer sits on this curve determines whether growth builds profit or strain.

Level 1: Manual & reactive:

Spreadsheets, disconnected systems, reactive replenishment.



Level 2: Multichannel but disconnected:

Selling everywhere, but inventory and reporting misaligned.



Level 3: Automated & forecast-driven:

Integrated systems, structured demand planning, controlled returns.



Level 4: Margin-optimized & data-led:

Connected systems, automated workflows, and channel-level margin data driving pricing and growth decisions.



How Linnworks supports Home & Garden retailers

Everything in this report points to the same thing: you need operational infrastructure built for complexity, not bolted on around it. Linnworks acts as a commerce operations platform that centralizes control, helping retailers meet the standards set out above across the same four pillars.



On inventory and demand, Linnworks gives you accurate, closely synced stock visibility across marketplaces, your website, and any physical locations, and supports multi-location inventory alongside data-led demand forecasting. Great Garden Plants, a US Home & Garden retailer, saw this directly: "Our missed shipments have gone down significantly since using [Linnworks]."



On product and compliance data, it acts as a centralized hub for complex, variant-heavy catalogues, keeping content consistent to cut returns. It also supports compliance tracking (UKCA and EPR in the UK, state EPR laws in the US) and sustainability claims customers can verify.



On connected, profitable commerce, Linnworks keeps pricing and inventory under central control across every channel, preventing the conflicts and costly overselling that come with selling on "rented land," while supporting margin tracking by channel and automated order flow. And on post-purchase and retention, it automates bulky shipping workflows, integrates major carriers, and supports structured return management that protects both margin and repeat business.

The outcome

Connect your systems and automate the right things, and complexity turns into a real advantage. It moves Home & Garden retailers toward the top of the maturity curve: margin-optimized, data-led, and growing more profitably. In inventory-heavy categories, the right technology doesn't just cut costs. It protects margin.





Aspire Furniture, a UK bed and mattress wholesaler, ran into a familiar problem as it scaled: its old system wasn't built for large, container-shipped goods with UK manufacturing lead times running up to eight weeks. Switching to Linnworks gave the operations team the visibility to manage that complexity without overstocking.



“Linnworks has a great capability to be able to manage inbound containers as well as forecasting, so we’re never holding too much stock in the warehouse at once.”

— Matthew Gaskell, Operations Coordinator, Aspire Furniture

Aspire



Ready to see how this works in practice?
Request a demo and explore how Linnworks can
support your next stage of growth.

Request a demo: www.linnworks.com/get-a-demo