Shopfront

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The Resale Operations Playbook

How stronger listings keep clothing in use for resale organisations, reuse operators, seller-support teams and marketplace ops teams.

1.51bn	220,000t	+10%	86%
CLOTHING ITEMS SOLD IN AUSTRALIA, 2024	CLOTHING SENT TO LANDFILL THAT YEAR	LOCAL CLOTHING REUSE GROWTH IN 2024	OF DONATED CLOTHING THAT IS USABLE

ABOUT THIS REPORT

Resale is growing fast. The operational side needs to keep up.

This playbook exists because resale is growing fast, but the operational side doesn't always get the attention it deserves. The big-picture circularity conversation is important, but so is the day-to-day reality of getting listings right, building buyer trust and keeping clothing moving.

ABOUT **Shopfront**

Shopfront is a platform and a community of sellers changing the game. We're here for the side-hustlers, the vintage curators, the streetwear sellers and the full-timers like charities and resale organisations. The ones flipping finds, curating collections and giving secondhand gems a second life.

We build tools that make reselling easier, faster and less chaotic. List once, sell across marketplaces, ditch the admin and focus on what you're actually good at, finding and selling great stuff. Our core belief is that resale can be made simple with the right tools. Not everything has to be manual, and this applies to high-volume sellers, charitable organisations, independents and even brands dabbling in the space.

But we're not just about the tech. We're about the people behind the listings. We work alongside resale organisations, seller networks and ops teams every day, and we've seen firsthand what makes the difference between a resale operation that hums and one that stalls. We built our bulk workflow because even we felt the pain of creating listings one by one, and we knew that having a proper workflow from photography to listing is the most important aspect of a sustainable resale operation.

That hands-on, practical experience is what we've brought to this playbook.

Find us: shopfront.app | @shopfront.ig on Instagram

01

Clearer listings

Make the details buyers need easy to find and trust.

02

Consistent teams

Give staff and volunteers standards they can use every day.

03

Fewer avoidable returns

Set accurate expectations before a buyer checks out.

A MESSAGE FROM

Ainsley Simpson

Chief Executive Officer, Seamless

Australia's clothing sector is changing. More clothing is being reused, more Australians are choosing pre-loved, and new circular business models are creating opportunities to keep clothing in use for longer.

Seamless is Australia's clothing stewardship scheme. At its heart is an idea: brands that put clothing on the Australian market should take responsibility for the entire life of their garments, from design and production through to reuse, recycling and end of life.

The responsible clothing brands who have chosen to be Seamless members make a voluntary contribution for every new garment they procure for the Australian market. These pooled contributions fund four priorities: designing clothes that last longer and can be recycled; supporting circular business models such as repair and resale; increasing the collection, sorting and recycling of clothing textiles; and helping Australians choose, enjoy and recirculate their clothes more purposefully.



"Resale has an important role to play in a circular clothing economy. By connecting clothing with a new owner, resale helps keep garments at their highest possible use for longer, while creating value for businesses, customers and the environment."

The opportunity is significant. ThredUp's 2026 Resale Report projects that the global secondhand apparel market will reach US$393 billion by 2030, accounting for about 10 per cent of total apparel spending and growing around twice as fast as the broader apparel market. Credence Research values Australia's second-hand apparel market at US$578.3 million in 2024 and projects US$1,027.1 million by 2032. The Seamless National Clothing Benchmark for Australia reports that 308 million garments were reused locally in 2024, or around 11 pre-loved items for every Australian.

An important part of growing the resale market is creating the online systems and practices that make it easier for clothing to move from one wardrobe to the next. Strong listings, accurate product information, clear condition descriptions and good photography can build trust, reduce avoidable returns and help more garments find their next owner.

That is where this practical playbook from Seamless supporter Shopfront can help. It provides practical guidance for clothing resale businesses and charities, covering everything from listing quality and photography to condition notes, returns, team support and measurement.

Congratulations to Nate Spiteri and the Shopfront team on developing this valuable resource. We hope our Seamless supporters and the broader clothing sector find it useful as we work together to build a more circular clothing economy in Australia.

Ainsley Simpson

CEO, Seamless

Market figures: ThredUp, 2026 Resale Report; Credence Research, Australia Second-Hand Apparel Market; Seamless, 2024 National Clothing Benchmark.

INTRODUCTION

Volume alone doesn't keep clothing in use.

Here's the thing about resale: the market is booming. Secondhand is going mainstream. More people are buying pre-loved clothing than ever before. That's great news.

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But volume alone doesn't keep clothing in use. What actually keeps clothing moving, from wardrobe to listing to new owner, is the quality of the operations behind it. How items are described. How they're photographed. How an item's condition is communicated. How teams are supported to do this consistently, at scale, day after day.

That's what this playbook is about. Not theory. Not high-level strategy. The practical, everyday stuff that makes resale actually work.

WHO THIS IS FOR

We've built this for the teams doing the real work

- Resale organisations and marketplace ops teams
- Charities and reuse operators
- Seller-support teams managing networks of listers
- Teams working with volunteers, distributed listers or partner sellers

If you're a casual individual seller, there's useful stuff in here too, but this resource was designed for organisations thinking about resale at scale.

The focus is on the habits and systems that drive better outcomes: stronger listings, clearer condition notes, more consistent photos, fewer avoidable returns, less churn. The kind of stuff that sounds simple but makes an enormous difference when it's done well.

SECTION 1

Why resale operations matter for circularity

Let's start with the numbers, because they tell a clear story.

CLOTHING SOLD IN AUSTRALIA, 2024
1.51bn
55 items for every person in the country

SENT TO LANDFILL, 2024
220,000t
880 million garments, 59% of everything imported

CLOTHING RECYCLED, 2024
150m
Garments recycled in Australia or internationally; about 10% of imports

LOCAL CLOTHING REUSE, 2024
308m
Garments donated, sold, swapped or shared in Australia; about 11 per person

AVERAGE NEW-ITEM VALUE
$13
Australia Institute estimate published in 2024

TOTAL CLOTHING REUSE, 2024
650m
Items reused locally or internationally; up 10% on 2023

In 2024, 1.51 billion items of clothing were sold in Australia. That's 55 items for every single person in the country. And despite growing awareness, 220,000 tonnes of clothing still went to landfill that year, 880 million individual garments, or 59 per cent of everything imported.

The Australia Institute puts the average value of a new clothing item at just $13. Seamless estimates that 150 million garments were recycled in 2024, within Australia or overseas, about 10 per cent of clothing imported.

Resale and reuse are growing. In 2024, 650 million garments were donated, sold, swapped or shared for another person to wear, up 10 per cent on 2023. Of those, 308 million were reused locally, about 11 second-hand items for every Australian.

So the demand is there. The momentum is there. What's needed now is the operational quality to match it.

The bottom line

Every listing that's accurate, every photo that's honest, every condition note that's truthful sets the right expectations for your garment, helping it to stay in use for longer. Stronger resale operations aren't just good business. They're a practical enabler of the circular outcomes Australia's clothing sector needs.

Sources: Seamless, 2024 National Clothing Benchmark; The Australia Institute, 2024. The $13 figure comes from the latter.

SECTION 2

What good resale operations look like in practice

Resale operations aren't one thing. They're a chain of things that need to work together. When each step is solid and the steps connect, clothing moves efficiently from intake to sale with minimal friction. When any link breaks, the whole chain feels it.

The cycle at a glance

1. **Intake and assessment.** Receiving items, checking condition, deciding what's saleable and routing the rest.
2. **Listing and product info.** Creating accurate, complete listings with the right details for buyers to make confident decisions.
3. **Photography.** Capturing images that honestly represent each item and are consistent across every listing.
4. **Pricing and publication.** Setting the right prices and getting items live through the right channels.
5. **Post-sale and support.** Fulfilling orders, handling enquiries, managing returns and learning from outcomes.

The organisations that nail resale aren't necessarily the ones with the biggest teams. They're the ones with clear, repeatable processes, consistent standards everyone follows, and simple feedback loops that help them get better over time.

In Australia's charitable reuse sector, this is especially relevant. The Charitable Reuse Australia network operates over 3,000 shops nationally, supported by more than 5,200 staff and 33,000 volunteers. Of the roughly 310,000 tonnes of clothing donated to op shops each year, 86 per cent is usable. But whether that usable clothing actually finds a buyer depends on how well it's sorted, graded and presented.

For online resale, the stakes are even higher. Buyers can't touch, try on or inspect items. **Every listing is an act of trust.** The listing quality, condition description and photos are the entire basis for that trust.

Source: Charitable Reuse Australia, 2024.

WHAT WE SEE IN PRACTICE

The difference between an operation that hums and one that stalls

WORKS

Consistency beats bursts

The teams that do well create a consistent flow of listings throughout the week and month, algorithms reward consistency, and sporadic listing bursts don't build the kind of momentum that steady output does.

They also invest time upfront in getting their systems right: standardised photo setups, reusable listing templates, clear grading criteria.

STALLS

Everything from scratch

The struggling teams tend to be the ones where every listing is built from scratch, quality varies between team members, and stock sits unlisted because the process feels too heavy.

Something most people in the sector don't talk about openly

AI plays a huge role in resale operations now. The grunt work is shifting. It's less about admin and manual listing, and more about taking great photos and making quality decisions. The operational weight that used to eat up hours can now be lifted by tools in the market.

The most important thing is to have a centralised system that connects everything, rather than relying independently on each marketplace and trying to juggle several apps.

The other pattern we see consistently

The best-performing resale operations have an e-commerce lead or experienced team member reviewing listings before they go live. **That single quality gate, even if it's lightweight, catches the errors that turn into returns and builds consistency across the whole team.**

SECTION 3

Your listing is your shopfront (pun intended).

In a physical store, a customer can pick something up, check the label, feel the fabric. Online, the listing does all of that. It's the difference between a sale and a scroll-past.

For teams operating at scale, this isn't about individual heroics. It's about having clear standards that every team member, volunteer or distributed lister can follow consistently. Tools like listing templates, where your tone of voice, standard description structure and key fields are saved and reused across every listing, can make a huge difference here. Shopfront's reusable templates, for example, let teams lock in their brand voice and required details so every listing starts from the same strong foundation, whether it's your most experienced lister or a brand new volunteer.

What every strong resale listing should include

Treat this as the minimum standard for every listing that goes live:

FIELD	THE STANDARD
Title	Clear and searchable. Include the brand, item type, size and a key descriptor (colour or style). "Nice top" doesn't cut it. "Country Road Linen Shirt, Size M, Olive Green" does.
Category	The correct one. Miscategorised items are invisible to the buyers looking for them.
Brand	Accurately spelled. It's one of the most common search filters buyers use.
Size	Tagged size plus fit notes ("runs small," "oversized fit"). Include garment measurements where possible, they're worth their weight in gold.
Condition	A clear, honest grade and description. More on this in Section 4.
Price	Reflects the brand, condition, age and market. Check recent sold prices, not just current listings.
Colour and material	Primary colour and fabric composition where available. Buyers filter on both.
Photos	Minimum three clear, well-lit images. Full standards in Section 6.

COMMON MISTAKES

Six mistakes that cut sell-through

These come up again and again. If your team can avoid these, you're already ahead:

- Vague or incomplete titles with no brand or item type
- Missing or incorrect size info, or just relying on the tag without noting fit
- No condition description, or one that's way too optimistic
- Too few photos, or photos that are blurry, dark or cluttered
- Wrong category, making items invisible to the right buyers
- Misspelled brand name, small thing, big impact on search

One way to reduce these errors at scale is to use AI-assisted listing tools that auto-fill key fields like title, brand, category and description from product photos. Shopfront's AI listing generator, for instance, analyses uploaded images and pre-populates SEO-optimised titles, descriptions, tags and categories, so your team reviews and tweaks rather than typing from scratch. Combined with bulk upload (process 200+ photos in a single session), it means teams can turn a photo dump into market-ready draft listings in minutes, not hours.

MANDATORY

Without these, you're invisible

Title (with keywords), brand, size, condition, price, and a description with relevant keywords. Without these, your listing is either undiscoverable or sets up the buyer for disappointment.

GREAT TO HAVE

Discoverability and data richness

Measurements, fibre content, care instructions, model/style codes. These won't make or break every listing, but for higher-value items or categories where fit varies, they significantly boost buyer confidence and reduce returns.

A note on fashion vs. other categories

Fashion is typically harder to list well than other resale categories like physical media or furniture, because so many attributes are subjective. Size, condition, colour and fit are all perceived differently by different people. This is especially true for vintage items, a cotton t-shirt that's 30 years old will have aged, shrunk and faded in ways that don't match its original tagged size or colour.

Buyers can't find a reference photo or spec sheet for a vintage piece the way they can for a current-season item. That's why measurements, honest condition notes and accurate photos matter even more in these categories.

SECTION 4

This is the big one.

Condition is the single biggest source of mismatch between what a buyer expects and what they actually receive. When that gap exists, the result is a return, a dispute, a bad review, or all three.

Describing an item's condition well is a skill, and the good news is it can be taught and standardised. The goal isn't to make everything sound perfect. It's to describe each item honestly and consistently so buyers know exactly what they're getting. No surprises. No disappointment.

A recommended condition grading framework

Having a shared language makes everything easier. Here's a framework that works across the sector:

GRADE	WHAT IT MEANS
New with Tags	Brand new, unworn, original tags attached. No signs of wear, washing or alteration.
Excellent	Worn once or twice max. No visible wear, fading, pilling or damage. Looks and feels close to new.
Very Good	Gently worn, minimal signs of use. Maybe very slight fading or fabric softening but no notable flaws.
Good	Clearly worn but well cared for. Light pilling, minor fading or small marks possible. All flaws should be noted and photographed.
Fair	Noticeable wear, pilling, fading, minor stains, stretched elastic or small repairs. Still wearable. All flaws must be clearly described and shown.

Real talk

Honest condition notes don't lose sales. They build the kind of trust that turns first-time buyers into repeat customers. One misleading description can undo months of trust-building. **In resale, transparency isn't a weakness. It's your strongest competitive advantage.**

DESCRIBING COMMON FLAWS

Be specific. Say what it is, where it is and how significant it is.

"Minor wear" on its own tells the buyer nothing.

FLAW	HOW TO DESCRIBE IT
Pilling	"Light pilling under the arms and along the hem." Not just "some pilling."
Fading	"Even fade across the garment consistent with gentle washing. No discolouration."
Stains	"Small (1cm) light mark on the front left, near the hem. Barely visible when worn."
Missing buttons	"One spare button missing from the interior tag. All functional buttons intact."
Stretched elastic	"Waistband slightly relaxed. Still holds well but may fit looser than when new."
Repairs	"Hem taken up approx. 3cm. Neat finish, not visible from outside."

What strong condition notes look like in practice

Each seller or organisation will develop their own style, but the best ones share common traits: they set expectations upfront, they reference photos for every imperfection, and they include a standard condition framework at the footer of every listing so buyers always know the grading criteria.

EXAMPLE

A well-structured listing from a top-performing eBay reseller

Title: Vintage 90s Nautica Challenge J-Class Mens Large Sailing Jacket White Hooded
Condition: Pre-owned | Good: Gently used, minor wear, imperfections shown and as described below.
Imperfections: With stains on the bottom front and back, waistband, and sleeve.
Sizing & Measurements: Detailed measurements are provided in the photos. Please compare with your own garment for best fit. Tag size may not reflect actual size due to fabric shrinkage/stretching over time. • Pit to Pit • Shoulder to Hem
Colour: We strive for accuracy in our photos, but actual colour may vary slightly due to lighting.
Shipping & Returns: Orders ship within 3 business days. Combined shipping available. Express can be selected in checkout. Returns: if there's an issue, please contact us. We'll make it right.
Questions? We aim to provide all details in our photos and description. If you're unsure about anything, feel free to ask. We do our best to capture the condition, quality and description of the item in the photos. However, some aspects may be missed.
eBay's conditions grading: ebay.com.au/sellercentre/conditions-grading

Notice what this listing does well

It names the condition grade clearly, specifies exactly where the flaws are, points buyers to the photos for measurements, and includes a disclaimer about vintage sizing and colour accuracy. There's no ambiguity. The buyer knows exactly what they're getting.

MARKETPLACE FRAMEWORKS

Use the grading buyers already understand

Major platforms like eBay have built-in condition grading systems that buyers already understand. eBay's pre-owned grades, for example, break down as follows:

EXCELLENT

Previously worn, excellent condition, minimal wear detailed in the listing.

GOOD

Gently used, minor wear, imperfections shown and described.

FAIR

Visible wear and flaws, all fully detailed in the listing.

Within each grade, the key attributes to assess include broken or missing fasteners, discolouration, visible wear, holes or tears, stains, loose stitching, pet hair and odour. For each attribute, note whether the level is none, minor or moderate. This kind of structured approach removes subjectivity and makes grading consistent across your whole team.

When not to list

Technically, nothing is too impaired to list. It depends on the marketplace and the effort-to-return ratio. An item that sells for $1–2 might still be worth listing if your workflow is efficient enough to get it live quickly. At volume, even low-value items can boost your store's visibility and algorithm ranking.

The important thing is to optimise your workflow so you're not spending 20 minutes manually listing something that'll sell for a couple of dollars. That's where bulk listing and AI-assisted tools make the difference, they bring the per-item effort down to a level where even low-value inventory becomes worthwhile.

SECTION 5

Product information and provenance

Beyond condition, the depth of product information in a listing makes a real difference. Buyers are making decisions about things they can't touch, try on or inspect. The more useful detail you give them, the more confident they'll be, and the less likely they are to be disappointed.

When extra detail matters most

Not every item needs the same level of detail. A basic cotton tee needs less info than a structured wool blazer. But these categories really benefit from going deeper:

- **Higher-value items:** Branded, designer or premium pieces where buyers expect more detail and the price justifies the effort.
- **Items where fit varies:** Tailored garments, structured pieces, denim, anything where cut varies between brands.
- **Specific care requirements:** Silk, wool, cashmere, leather, buyers want to know before they commit.
- **Authenticity-sensitive items:** Designer and luxury pieces where provenance matters.

Key product information fields

Where available, these fields add meaningful value:

FIELD	WHY IT EARNS ITS PLACE
Fibre content	As listed on the care label. Buyers increasingly search by fibre.
Garment measurements	Flat-lay measurements (chest, waist, length, inseam) are way more useful than the tagged size alone. Sizing varies enormously between brands, eras and regions.
Model or style code	If visible on the label, include it. Let buyers research the item further.
Care instructions	Especially for dry-clean only or hand-wash only items.
Authenticity markers	For designer items, serial numbers, branded hardware, label details.
Country of manufacture	Where visible. Some buyers specifically value this.

> You won't have all of this for every item, and that's fine. **The aim isn't perfection. It's a consistent effort to include as much relevant detail as practical**, especially where it'll make a material difference to the buyer's decision.

SECTION 6

Photos are everything in online resale.

Most buyers look at images before they read a single word. For resale, where every item is unique and buyers can't inspect things in person, the photos are how buying decisions get made.

For teams managing volunteers or distributed listers, photo consistency is often one of the trickiest operational challenges. But strong, consistent photography doesn't need professional gear. It needs a simple, repeatable setup and clear standards everyone follows.

Minimum photo requirements

Every listing should have at least three photos. For most clothing, aim for six to eight. These are the must-haves:

1. **Front view.** Full front of the garment. Shape, colour, print, overall style. This is your lead image, make it count.
2. **Back view.** Full back showing any design features, closures or details not visible from front.
3. **Label shot.** Close-up of brand label, size tag and/or care label. Confirms brand and size.
4. **Flaw shots.** Close-up of any flaw, wear or damage noted in the condition description. If the listing says "light pilling under the arms", show it.
5. **Texture or fabric.** For knitwear, textured fabrics, embroidery or prints, a close-up helps buyers understand the feel.

SETUP AND CONSISTENCY

Consistency across listings matters more than perfection on one

BACKGROUND

Clean and neutral, white, off-white or light grey. A plain wall, white fabric or large card all work. Same background for every listing. If your photos have inconsistent backgrounds, tools with built-in background removal (like Shopfront's one-click background remover) can batch-clean images to a crisp white background without leaving your listing workflow.

LIGHTING

Natural daylight is ideal (near a big window, no harsh direct sun). If not available, a ring light or two softbox lights either side of the item. Avoid overhead fluoros, harsh shadows, bad colours.

DISPLAY

Flat lay is the most practical approach for high-volume teams. No mannequin or model needed. Just make sure items are neat, smoothed out and symmetrical.

DEVICE

A modern smartphone is fine. The setup matters more than the camera.

Common photo mistakes

- Busy or cluttered backgrounds
- Bad lighting that makes colours inaccurate or hides details
- Too few photos, especially missing flaw shots
- Inconsistent framing, angles or backgrounds across listings
- Blurry images or photos cropped too tight
- Filters or heavy editing that changes the item's actual appearance

How many photos do you actually need?

Between 6 and 8 photos seems to be the sweet spot for most marketplaces. That said, we've seen top-performing professional sellers on eBay using as many as 24 images per listing, front, back, every angle, every flaw, every label, measurements laid out with a tape. More photos generally means more buyer confidence and fewer returns. Note that some platforms have lower limits (Depop caps at fewer images), so tailor your approach to each marketplace.

FOR TEAMS WITH VOLUNTEERS OR DISTRIBUTED LISTERS

One photographer beats five inconsistent ones

If you're working with a team, ideally have a single person taking all the photos rather than multiple people. This is the simplest way to maintain visual consistency across your listings. If that's not possible, invest in clear Standard Operating Procedures for photos, with example images that everyone follows.

Particularly for volunteer-based organisations, it's important to automate as much of the listing process as possible so the whole shift isn't spent researching brand, price and other information. Photo processing tools that handle background removal and image enhancement in bulk can free up significant time that's better spent on intake and quality checks.

And one more thing

Having an e-commerce lead or experienced team member review the photos and listing data before pushing anything live is one of the highest-impact quality steps you can add. **It doesn't need to be a bottleneck, a quick scan of the images and key fields is enough to catch the obvious issues.**

SECTION 7

Reducing avoidable returns, disputes and churn

Returns and disputes are among the most expensive problems in resale. Unlike regular retail, where a returned item gets swapped for an identical unit, resale items are one-of-a-kind.

A returned piece stalls turnover, eats up processing time and may lose value when relisted. For organisations on tight margins, avoidable returns are both a financial drain and a missed circular outcome. That's a garment that could have stayed in use but didn't.

The key word is "avoidable." Not every return can be prevented. But a big chunk of returns in resale come from things that are within the seller's control.

Top causes of avoidable returns

CAUSE	WHAT'S BEHIND IT
Condition mismatch	The item doesn't match the description or photos. This is number one, every time.
Size and fit issues	Buyer expected a different fit. Usually caused by relying on tagged size without measurements or fit notes.
Colour discrepancy	Item looks different in person than in photos. Bad lighting or heavy editing are the usual culprits.
Missing information	Buyer didn't have enough info to decide confidently and took a punt.
Slow communication	Unanswered or slow responses to buyer questions increase post-purchase dissatisfaction.

What actually works

These aren't policy changes. They're operational improvements you can start doing now:

1. Include garment measurements alongside tagged size in every listing. Sizing varies hugely between brands and eras.
2. Photograph every flaw you mention in the condition notes. Described but not shown = buyers imagine the worst.
3. Use natural or neutral lighting for colour accuracy. No filters, no heavy edits.
4. Respond to buyer enquiries quickly. A helpful answer before purchase costs way less than a dispute after.
5. Make returns and shipping policies visible upfront. Buyers who know the deal are less likely to feel misled.
6. Track returns and disputes to spot patterns. If a category, grade or lister is generating disproportionate returns, the data will show you.

WHAT WE SEE MOST OFTEN

Flaw photos are your returns insurance policy

Preview every listing before it goes live

A simple but often overlooked step. Reviewing the full listing as a buyer would see it, photos, description, condition notes, price, catches errors that are invisible during the drafting process. Shopfront's listing preview lets teams see exactly what will be published across each marketplace before hitting list, so nothing goes out that shouldn't.

The most common preventable issue we see is sellers not sharing imperfections in photos. Taking photos of every flaw acts as a returns insurance policy, it's critical to reference them in both the description and the images. **When a buyer opens a dispute and the flaw was clearly shown in photo 5 of 8, that's a very different conversation than when it wasn't shown at all.**

Beyond condition-related disputes, the other top friction points are pricing too high without understanding comparable recent sales (what actually sold in similar condition, not just what's currently listed), and not accepting reasonable offers. These aren't listing quality issues exactly, but they contribute to the overall friction that slows resale down.

On seller churn

For organisations supporting seller or lister networks, churn is another form of friction. Sellers who feel unsupported, overwhelmed or discouraged will disengage. **Clear onboarding, simple standards and regular feedback go a long way.** More on this in Section 8.

SECTION 8

Make quality the path of least resistance

Most resale organisations don't run with one centralised team. Charities work with volunteers. Platforms support distributed seller networks. Reuse operators have multiple locations with different staff. In all of these setups, keeping quality consistent across a dispersed workforce is one of the biggest challenges.

The solution isn't to demand perfection from every individual. It's to create systems that make quality the path of least resistance, simple standards, clear templates, visual guides and lightweight QA that helps everyone contribute consistently.

Cross-listing tools that publish a single listing across multiple marketplaces at once (like Shopfront's one-click cross-listing to eBay, Depop, Grailed, Facebook and Shopify) also reduce the risk of inconsistency, one listing, created once, appearing the same everywhere. And for teams that batch their work, scheduling features let you queue up a full week's worth of listings in one sitting and have them go live at the right times automatically.

> **There's a compounding benefit here too**
>
> Resale works well when consistency, brand and aesthetic are displayed through listings across multiple platforms. Having listings live on Depop, eBay and Grailed simultaneously compounds your SEO and discovery. Maintaining consistency across platforms, rather than creating brand new listings on each one, is what **drives that compounding effect**. This is why cross-listing from a single source of truth matters so much at scale.

Simple Standard Operating Procedures that actually get used

The best Standard Operating Procedures for resale teams are short, visual and task-specific. Think one page each for:

- **Intake and sorting:** What to accept, what to reject, how to route items. Photo examples at each threshold.
- **Condition grading:** A visual guide with photo examples of each grade. Laminate it. Pin it where listings happen.
- **Listing creation:** Required fields checklist plus a template of what a complete listing looks like.
- **Photography:** A cheat sheet showing required shots, the setup and common mistakes.

ONBOARDING AND QA

Onboarding sets the tone. QA keeps it there.

ONBOARDING

Keep it focused and practical

- Walk through the listing process using real examples, not abstract instructions.
- Give them a printed or digital quick-reference card covering the essentials.
- Have new team members shadow an experienced lister for their first few items.
- Review the first 5–10 listings from any new lister and give constructive feedback before items go live (which is easy with team access using Shopfront).

QA

That doesn't slow you down

- Spot-check 5–10 listings per team member per week against the quality checklist.
- Track common issues by category, lister and time period to spot patterns.
- Share examples of strong listings with the team, positive reinforcement works better than correction alone.
- Keep the feedback loop simple: spot-check, flag, guide, re-check.

What works for volunteer and distributed teams

From what we've seen, the organisations that maintain quality with distributed teams do a few things consistently:

- **Centralise photography where possible.** Ideally, one person takes all the photos rather than multiple people. This is the simplest way to keep visual consistency high.
- **Use templates for every listing.** Having a standard description block that gets reused, rather than writing from scratch each time, keeps listings consistent and dramatically speeds up the process.
- **Automate the research.** Particularly for volunteers, the whole shift shouldn't be spent looking up brand names, researching prices and filling in fields manually. Automate as much of this as possible so the human effort goes into the things that actually need a human: condition grading, quality checks and customer interaction.
- **Have someone review before publishing.** An e-commerce lead reviewing listing data before it goes live is one of the simplest, highest-impact quality steps. It doesn't need to be a deep dive, a quick check of photos, title, condition and price catches the big stuff.

SECTION 9

You can't improve what you don't measure.

But measurement doesn't need to be complex. Start with one or two metrics that matter most to your current challenges and build from there.

METRIC	WHAT IT TELLS YOU	HOW TO TRACK IT
Listing completeness	% of listings with all required fields filled. Low = training or process gaps.	Spot-check a sample weekly. Calculate as a percentage.
Time-to-list	Average time from intake to live listing. Longer = items sitting unlisted, not generating value.	Record intake and listing dates. Calculate the average gap.
Sell-through rate	% of listed items that sell within 30, 60 or 90 days. Your core measure of listing effectiveness.	Items sold / items listed in a period.
Return/dispute rate	% of sold items returned or disputed. High = listing quality or grading issues.	Returns + disputes / total sold. Track monthly.
Stock sitting unlisted	Volume of inventory received but not yet listed. A key bottleneck for many ops.	Count or estimate at a regular interval.
Listing quality score	Average score from QA spot-checks. Shows whether standards are improving.	Score during spot-checks. Track the average monthly.

The most important thing isn't which metrics you pick. **It's that you track them consistently.** Even rough data, collected regularly, beats precise data collected once.

One quick-win metric any team can start tracking immediately

Listing consistency. Are you publishing a steady flow of listings throughout the week and month, or listing in sporadic bursts? Algorithms on platforms like eBay and Depop reward consistent activity, **a seller who lists five items a day, five days a week will typically outperform one who lists 25 items in a single session once a week**, even though the total volume is the same. Tracking your listing cadence alongside sell-through can reveal patterns that are easy to act on.

SECTION 10

Start here.

You don't need to implement everything in this playbook at once. These five things can be done this week and they'll make a noticeable difference.

Five things to do this week

1. **Set a minimum listing standard.** Agree the required fields (title, brand, size, condition, three photos). Print it on one page. Pin it where listings happen.
2. **Create a one-page condition guide.** Use the framework in Section 4. Add photo examples from your own stock. Laminate it.
3. **Lock in your photo setup.** One background, one lighting approach, one display method. Document it, share it, stick to it.
4. **Start spot-checking five listings a week.** Random selection, checked against your standard. Note gaps, share feedback. That's it.
5. **Pick one metric and start tracking it.** Whichever one matters most right now. Time-to-list, sell-through, return rate. Just start recording it.

One thing we've learned the hard way

Listing in bulk is key, and having a proper workflow from photography to listing is the most important aspect of a sustainable resale operation. **If your team is still creating listings one by one, from scratch, that's the first thing to fix.** Everything else gets easier once the workflow is solid.

Supporting templates

Use these printable pages with your team. Each card opens the template in this PDF:

Listing Quality Checklist

A one-page review before a listing goes live.

Open template → page 24

Condition Notes Guide

Condition grades and specific flaw wording.

Open template → page 25

Photo Standards Cheat Sheet

Required shots, setup and a final photo check.

Open template → page 26

TOOLS

Tools that make this easier

Throughout this playbook, we've referenced the kinds of tools and systems that help resale teams operate more consistently and at scale. Here's a quick summary of how Shopfront supports the workflows covered in this guide.

AI Single + Bulk Listing Generator	Upload product photos and get auto-filled titles, descriptions, tags, categories and pricing suggestions, so your team reviews, not retypes. Process a single item or 200+ in a batch.
Reusable Templates	Save your tone of voice, standard description structure and key listing details so every listing starts consistent. Set it once, use it every time.
One-Click Background Removal	Clean up product photos to a crisp white background, single image or batch, without leaving Shopfront.
Cross-Listing	Create one listing and publish it across eBay, Depop, Grailed, Facebook and Shopify. Edit in one place, sync everywhere.
Bulk Relist & Delist	Relist items that didn't sell or delist sold items across all marketplaces in a single click. Sold = sorted.
Scheduling	Queue up listings to go live at specific times across specific marketplaces. Plan a full week of drops in one sitting.
Listing Preview	See exactly what buyers will see before you publish. Catch errors before they become returns.
Team Access & Permissions	Invite team members with custom roles, draft, review, publish, so quality stays high as you scale.
Pricing Insights	See live high/low/average market pricing while you draft, so you're not guessing.

Want to see how Shopfront works for resale organisations?

Book a free 30-minute demo and we'll walk you through the tools that match your workflow.
https://calendly.com/shopfront/30min

TEMPLATE 1 OF 3

Listing Quality Checklist

Use this review before publishing. Add your own marketplace requirements where they differ.

Item / SKU: _____ Reviewed by: _____ Date: _____

Product information

- [ ] Title names the brand, item type and useful keywords.
- [ ] Brand spelling matches the garment label.
- [ ] Category and item type match the garment.
- [ ] Tag size and relevant fit notes are recorded.
- [ ] Measurements are supplied where fit is uncertain.
- [ ] Price and delivery details have been checked.

Condition and photos

- [ ] Condition grade uses the team's shared definitions.
- [ ] Every flaw says what, where and how noticeable.
- [ ] Front, back and label images are clear.
- [ ] Each stated flaw has a matching close-up photo.
- [ ] Colour appears true to life; no heavy filters.
- [ ] Background and framing follow team standards.

Final review

- [ ] Description is accurate and easy to scan.
- [ ] No claim goes beyond what the photos show.
- [ ] Marketplace listing preview matches the draft.
- [ ] A second reviewer checked any high-value item.

Ready to publish?

If a box is unchecked, fix the listing or record an agreed exception before it goes live.

TEMPLATE 2 OF 3

Condition Notes Guide

Use one shared grade, then describe every relevant flaw in plain language. Show it in photos too.

GRADE	MEANING
New with Tags	Unworn, original tags attached; no signs of washing, wear or alteration.
Excellent	Worn once or twice at most; no visible wear, fading, pilling or damage.
Very Good	Gently worn; minimal signs of use, with no notable flaws.
Good	Clearly worn but cared for; minor flaws are named and photographed.
Fair	Noticeable wear, but still wearable; all flaws are described and shown.

Write a flaw note in three parts

1 · What

Name the flaw: pilling, fading, stain, repair or missing button.

2 · Where

Locate it precisely: underarm, front left hem or inside label.

3 · How much

Give size, visibility and effect on wear where useful.

Examples you can adapt

Pilling: “Light pilling under both arms and along the hem.”

Mark: “Small, faint 1 cm mark near the front left hem; shown in photo 5.”

Repair: “Hem shortened by about 3 cm with a neat finish; shown in photo 6.”

Always pair words with pictures

Take one clear close-up for each flaw. The note and image should tell the same story.

TEMPLATE 3 OF 3

Photo Standards Cheat Sheet

Use a repeatable setup. Photograph the actual condition of each garment, including every flaw.

01	02	03	04	05
Front	**Back**	**Label**	**Flaws**	**Detail**
Full item, straight and clear	Full item and closures	Brand, size and care	One close-up per issue	Texture, print or fabric

Set up once

- [ ] Neutral, uncluttered background.
- [ ] Soft daylight or consistent side lighting.
- [ ] Item neat, smooth and fully visible.
- [ ] Same framing and orientation across listings.

Before you upload

- [ ] Images are sharp and colour is true to life.
- [ ] No heavy filters or edits that hide wear.
- [ ] Every condition note has a matching image.
- [ ] Lead photo works at thumbnail size.

Minimum and recommended set

Use at least three photos. For most garments, aim for six to eight, and add more whenever labels, details or flaws need showing. Check each marketplace's image limit.

A CLOSING NOTE FROM

Nate Spiteri

Co-founder & CEO, Shopfront



When we started Shopfront, it wasn't because we set out to build software. It was because we kept meeting resellers, charities and reuse teams doing genuinely hard, valuable work, and watching good stock sit unlisted because the operational side of resale is unglamorous and often under-resourced.

This playbook is our attempt to close that gap. Not theory, the stuff we've actually learned building tools for teams who list one item a week or ten thousand: what makes a listing trustworthy, what turns a nervous new volunteer into a confident lister, and why the boring habits (consistent photos, honest condition notes, a five-minute check before publishing) are what actually keep clothing in use.

We've written this for a wide range of readers, the store owner listing every morning before opening, the charity retail manager coordinating volunteers across a dozen shops, the marketplace ops team scaling to thousands of items a week. What we've found, across all of them, is that the fundamentals don't change. Good listings come from good habits, not big teams or big budgets.

None of this is complicated. Most of it is doable this week. If you take one thing from this playbook, make it Section 10: start small, be consistent, and build from there.

We're grateful to the team at Seamless for backing this project and pushing us to get the details right, and to every reseller and reuse operation who's shared what actually works, and what doesn't, along the way. This is as much your playbook as ours.

Thanks for reading, and thanks for doing the work of keeping clothing out of landfill in the first place. If you want to talk through any of this, or see how Shopfront can help your team put it into practice, get in touch.

Nate Spiteri
Co-founder & CEO, Shopfront

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Shopfront

THE RESALE OPERATIONS PLAYBOOK

Better listings help keep clothing in use.

Stronger resale operations aren't just good business. They're a practical enabler of the circular outcomes Australia's clothing sector needs. Start with one change this week.

Book a demo: https://calendly.com/shopfront/30min

In the spirit of reconciliation, we acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present and extend that respect to all Aboriginal and Torres Strait Islander peoples.

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