



PEARL LINENS

Home & Linens · Amazon Brand

AMAZON GROWTH CASE STUDY

From Break-Even to Breakthrough

How a home-textiles brand scaled 12× and turned red ink into real profit over 24 months.

12×

MONTHLY REVENUE

\$1.78M

CUMULATIVE SALES

+11.9%

NET MARGIN

4.90★

SELLER RATING

August 2024 — July 2026

The headline: disciplined, profitable scale

Over 24 months Pearl Linens grew from a sub-scale, break-even operation into a high-volume, profitable Amazon brand — expanding revenue, margin, conversion and loyalty in parallel rather than buying growth at a loss.



12×

MONTHLY REVENUE GROWTH

\$14.8K → \$178.6K / mo



\$1.78M

CUMULATIVE PRODUCT SALES

58,416 units ordered



\$40.3K

QUARTERLY NET PROFIT

up from −\$9.3K a year prior



4.90★

SELLER FEEDBACK

52 ratings · past year



The core story

Conversion more than doubled (7.6% → 16.0%) while ad efficiency improved (ACOS 18.7% → 14.6%). Growth was engineered through better listings, tighter advertising and repeat purchases — not discounting.

August 2024 — a small brand at break-even



Sub-scale volume

~\$14.8K in monthly sales and just 419 units ordered — a niche foothold, not a business at scale.



Volatile month-to-month

Sales swung between \$15K and \$49K with no reliable trend through late 2024 and early 2025.



Thin, fragile margins

Advertising ran hot and profitability hovered around break-even, with quarters slipping into the red.

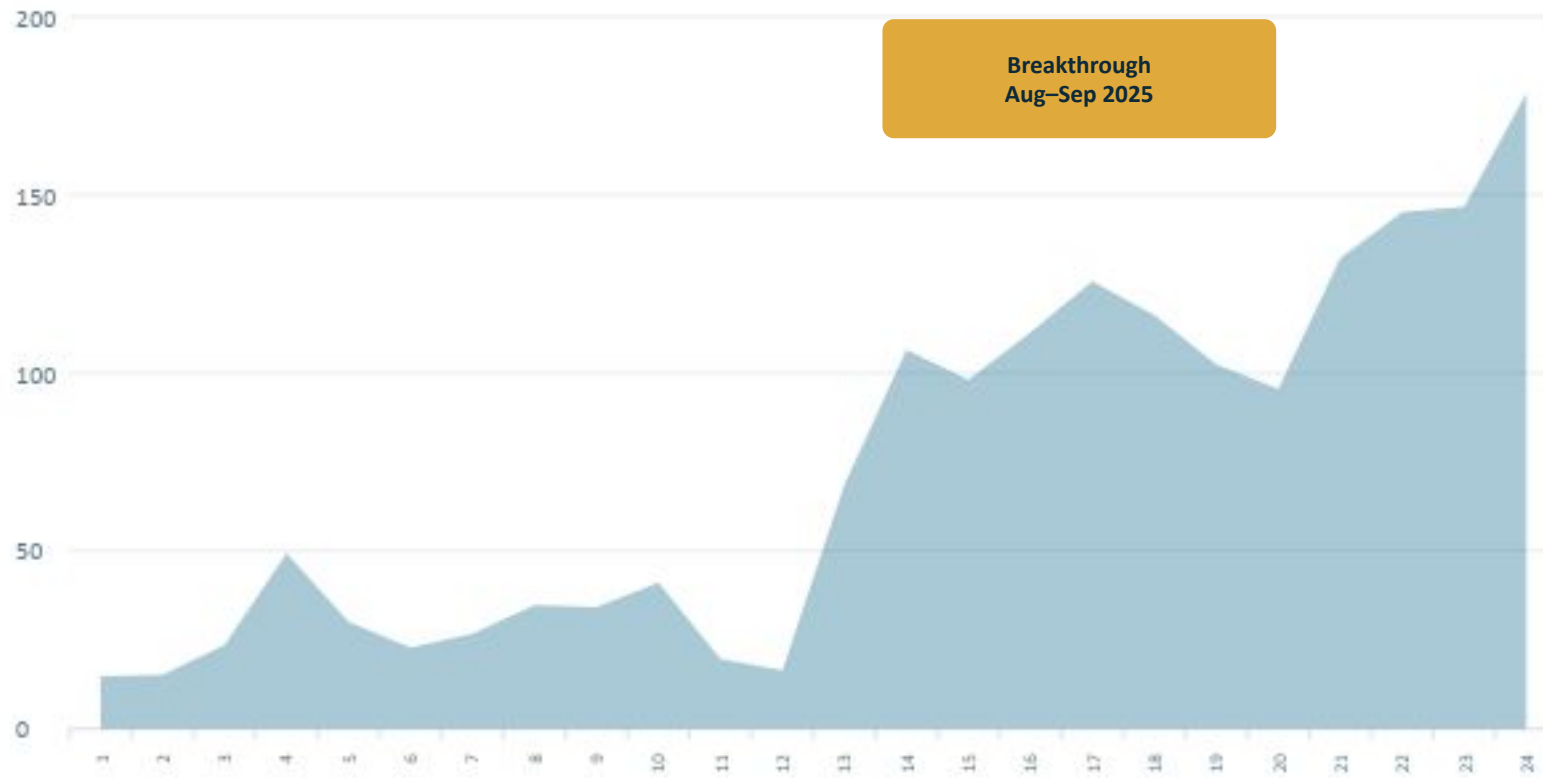


Low brand awareness

Almost all traffic came from category search; branded demand was effectively non-existent.

STARTING SNAPSHOT • Aug 2024

	Date	Ordered Product Sales	Ordered Product Sales - B2B	Units Ordered	Units Ordered - B2B	Total Order Items	Total Order Items - B2B	Units Refunded	Shipped Product Sales	Units Shipped	Orders Shipped
		t ₁	t ₁	t ₁	t ₁	t ₁	t ₁	t ₁	t ₁	t ₁	t ₁
☐	8/01/2024	\$14,754.80	\$1,073.63	419	29	369	22	33	\$15,404.54	436	429
☐	9/01/2024	\$15,215.61	\$2,237.11	462	72	364	41	22	\$13,454.45	401	389
☐	10/01/2024	\$23,505.57	\$4,297.80	730	143	562	58	33	\$25,862.97	804	719
☐	11/01/2024	\$49,268.48	\$8,505.35	1,690	300	1,269	126	67	\$41,360.20	1,413	1,284
☐	12/01/2024	\$30,246.27	\$3,567.40	951	116	793	68	79	\$36,861.96	1,192	1,083
☐	1/01/2025	\$22,874.83	\$3,395.91	724	113	600	65	86	\$23,960.73	754	667
☐	2/01/2025	\$26,679.11	\$3,437.54	806	113	660	50	60	\$25,628.53	774	712
☐	3/01/2025	\$34,678.01	\$4,342.03	1,101	147	897	94	89	\$33,799.21	1,067	972
☐	4/01/2025	\$34,267.86	\$4,447.78	1,105	153	904	96	88	\$34,849.44	1,132	1,029
☐	5/01/2025	\$41,059.67	\$6,904.28	1,304	238	968	118	82	\$40,894.78	1,296	1,153
☐	6/01/2025	\$19,699.12	\$3,326.15	561	106	417	62	47	\$19,587.07	562	470
☐	7/01/2025	\$16,537.39	\$2,388.09	547	76	478	50	25	\$15,943.40	516	470
☐	8/01/2025	\$68,613.05	\$9,208.51	2,509	309	2,193	186	97	\$62,454.91	2,291	2,150
☐	9/01/2025	\$106,526.95	\$13,447.47	3,861	450	3,263	282	235	\$109,177.28	3,954	3,766
☐	10/01/2025	\$98,006.95	\$12,975.51	3,331	419	2,908	289	276	\$98,749.19	3,373	3,191
	Total	\$1,782,826.73	\$280,185.25	58,416	8,761	49,118	5,115	3,464	\$1,755,928.10	57,576	52,968



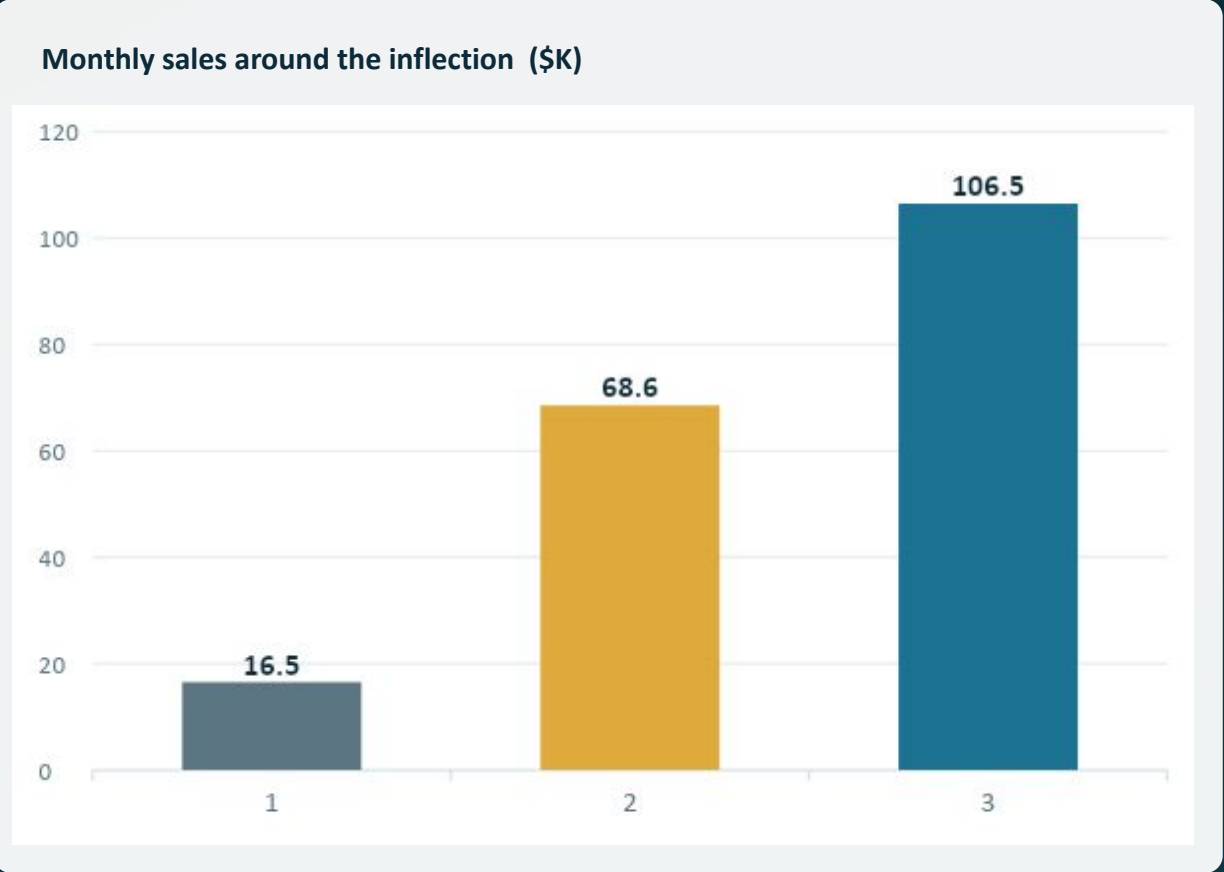
Total product sales · 24 months

Peak month vs. starting month

Business Reports | Sales and Orders by Month [Learn more](#)



A step-change in demand

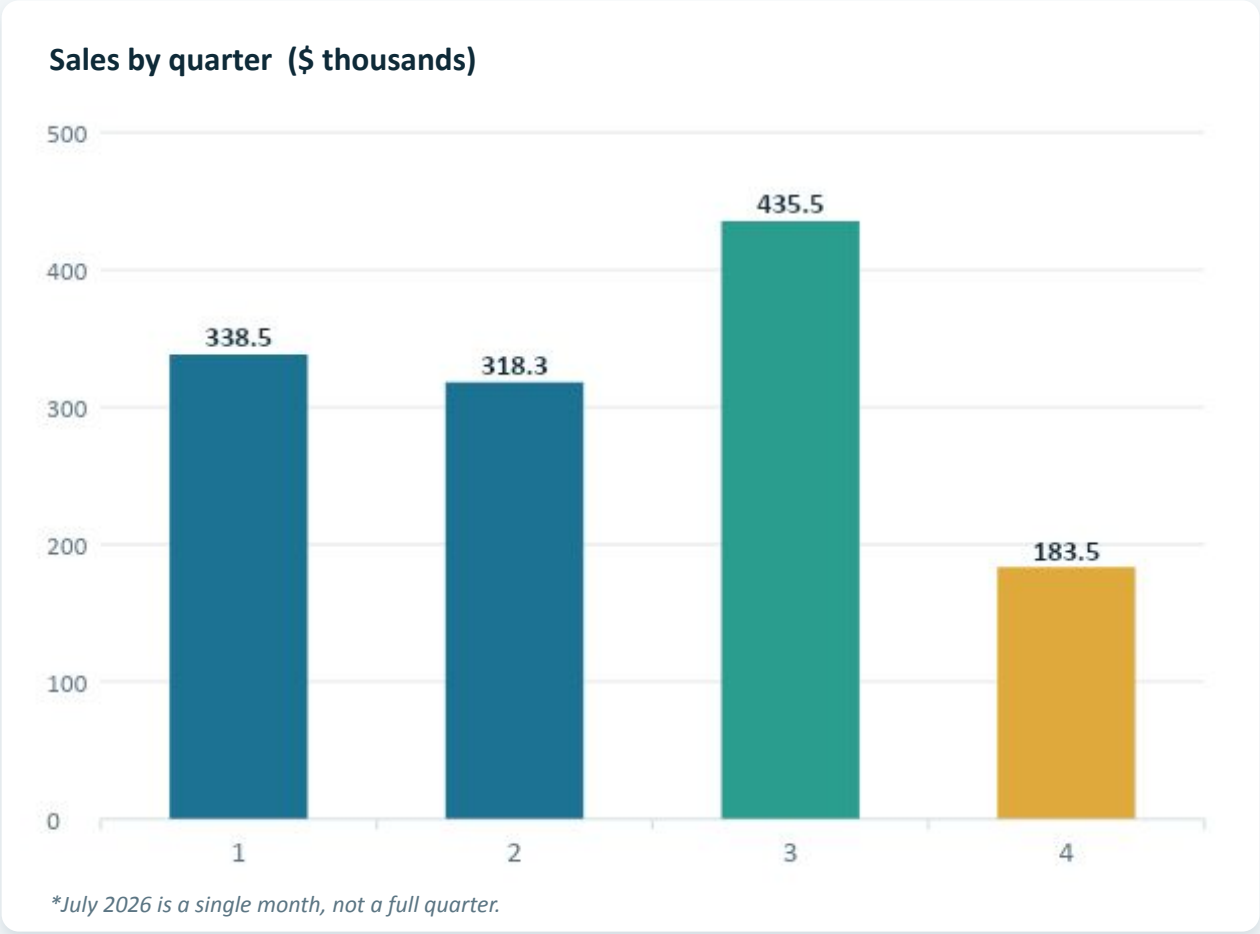


+545% jump in monthly sales across just 60 days (Jul → Sep 2025) — the moment the brand crossed into scale.

PROOF · SELLER CENTRAL DAILY REPORT

☐	Date ↓ ↑	Ordered Product Sales ↓ ↑ _i	Ordered Product Sales - B2B ↓ ↑ _i	Units Ordered ↓ ↑ _i	Units Ordered - B2B ↓ ↑ _i	Total Order Items ↓ ↑ _i	Total Order Items - B2B ↓ ↑ _i	Units Refunded ↓ ↑ _i	Shipped Product Sales ↓ ↑ _i	Units Shipped ↓ ↑ _i	Orders Shipped ↓ ↑ _i
☐	6/01/2025	\$19,699.12	\$3,326.15	561	106	417	62	47	\$19,587.07	562	470
☐	7/01/2025	\$16,537.39	\$2,388.09	547	76	478	50	25	\$15,943.40	516	470
☐	8/01/2025	\$68,613.05	\$9,208.51	2,509	309	2,193	186	97	\$62,454.91	2,291	2,150
☐	9/01/2025	\$106,526.95	\$13,447.47	3,861	450	3,263	282	235	\$109,177.28	3,954	3,766
☐	10/01/2025	\$98,006.95	\$12,975.51	3,331	419	2,908	289	276	\$98,749.19	3,373	3,191
☐	11/01/2025	\$111,296.73	\$13,852.80	3,774	444	3,202	261	261	\$92,079.88	3,034	2,915
☐	12/01/2025	\$125,707.32	\$14,709.59	4,337	474	3,787	315	320	\$133,389.18	4,697	4,430
☐	1/01/2026	\$116,094.43	\$18,681.58	3,933	603	3,440	383	350	\$118,047.37	3,965	3,774
☐	2/01/2026	\$102,269.68	\$19,392.93	3,475	639	2,914	373	175	\$102,960.71	3,500	3,293
☐	3/01/2026	\$95,497.62	\$16,113.86	3,268	539	2,749	294	191	\$95,356.02	3,282	2,973
☐	4/01/2026	\$132,276.04	\$22,370.63	4,189	660	3,578	383	239	\$133,307.15	4,229	3,802
☐	5/01/2026	\$145,208.88	\$27,143.86	4,361	758	3,672	436	192	\$144,120.10	4,335	3,869
☐	6/01/2026	\$146,658.68	\$25,836.45	4,551	737	3,768	413	199	\$146,551.94	4,525	4,023
☐	7/01/2026	\$178,600.75	\$34,667.04	5,610	1,009	4,658	579	196	\$170,499.41	5,388	4,826
☐	8/01/2026	\$27,282.93	\$3,861.95	817	114	705	71	22	\$21,627.68	656	579
	Total	\$1,782,826.73	\$280,185.25	58,416	8,761	49,118	5,115	3,464	\$1,755,928.10	57,576	52,968

Quarter-over-quarter, the scale held



QUARTERLY DASHBOARD

Custom range 1-31 July 2026	Last quarter 1 April - 30 June 2026	2 quarters ago 1 January - 31 March 2026	3 quarters ago 1 October - 31 December 2025
Sales \$183,509.38	Sales +36.8% \$435,517.96	Sales -6.0% \$318,267.04	Sales +73.3% \$338,526.42
Orders / Units 4,769 / 5,751	Orders / Units 11,223 / 13,407	Orders / Units 9,227 / 10,813	Orders / Units 9,984 / 11,551
Refunds 202	Refunds 645	Refunds 708	Refunds 876
Adv. cost -\$26,796.84	Adv. cost -\$68,378.55	Adv. cost -\$55,516.11	Adv. cost -\$63,424.11
Est. payout \$68,350.36	Est. payout \$156,755.34	Est. payout \$90,208.07	Est. payout \$87,628.61
Net profit \$21,844.47	Net profit +221.0% \$40,303.07	Net profit +235.0% \$12,554.65	Net profit -382.2% -\$9,297.84
Refund cost -\$4,475.74	Refund cost -\$14,694.06	Refund cost -\$14,937.36	Refund cost -\$19,705.18
Real ACOS 14.60%	Real ACOS 15.70%	Real ACOS 17.44%	Real ACOS 18.74%
Margin 11.90%	Margin 9.25%	Margin 3.94%	Margin -2.75%
Sessions 35,925	Sessions 92,295	Sessions 100,165	Sessions 152,991
Unit session percentage 16.01%	Unit session percentage 14.53%	Unit session percentage 10.80%	Unit session percentage 7.55%
More	More	More	More

+73%

Q4'25 sales YoY

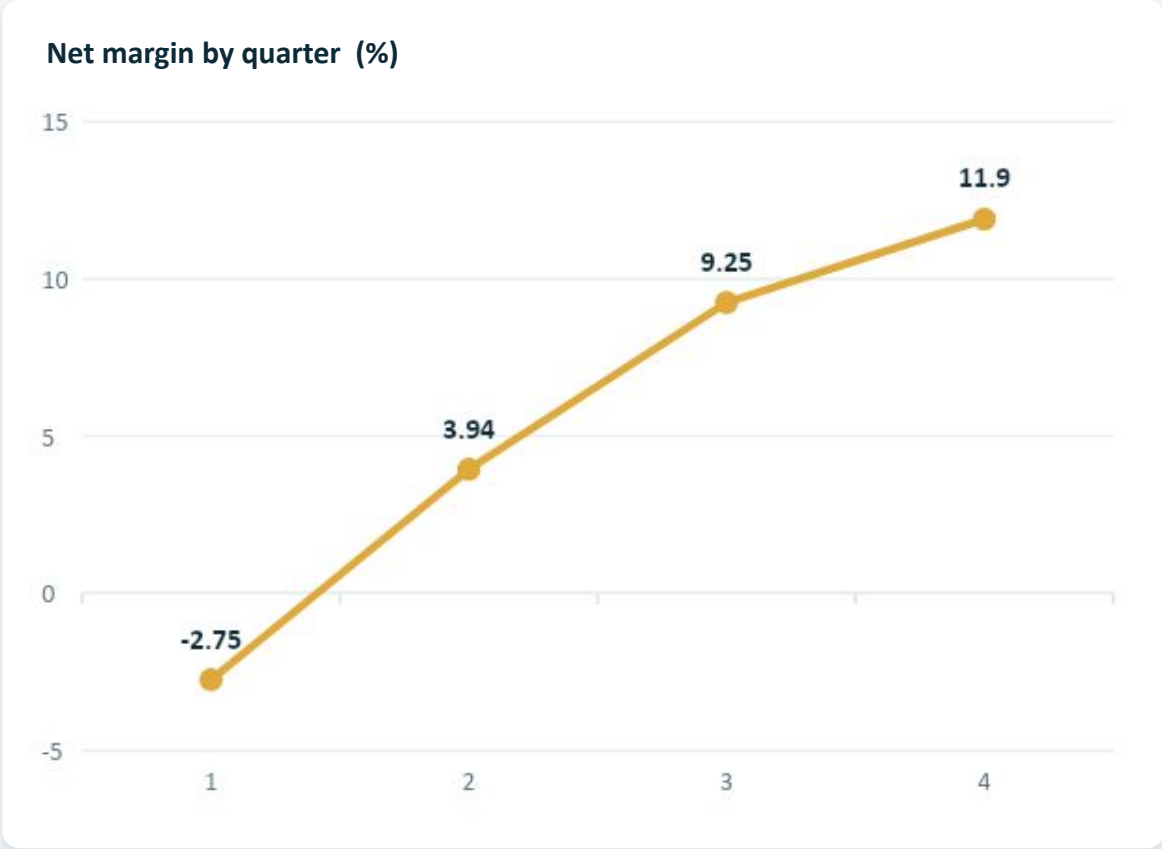
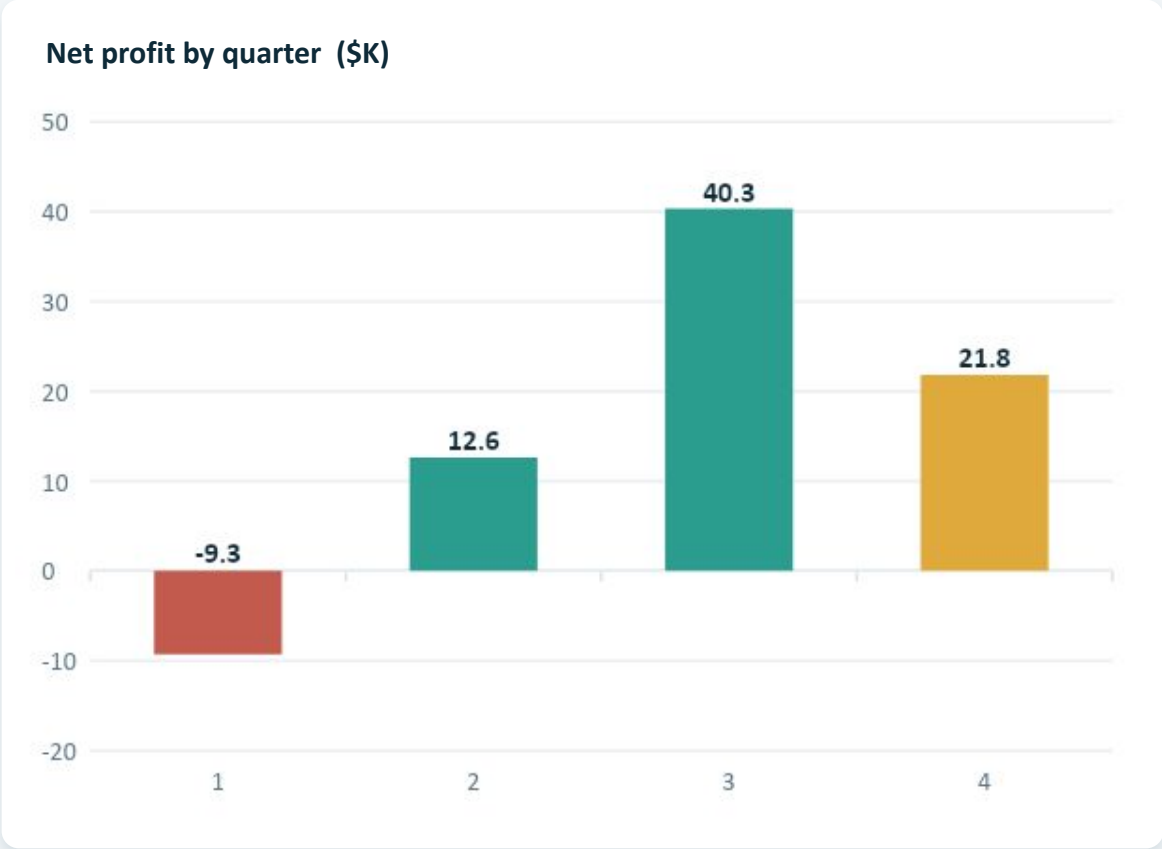
+221%

Q1'26 net-profit YoY

+36.8%

Q2'26 sales QoQ

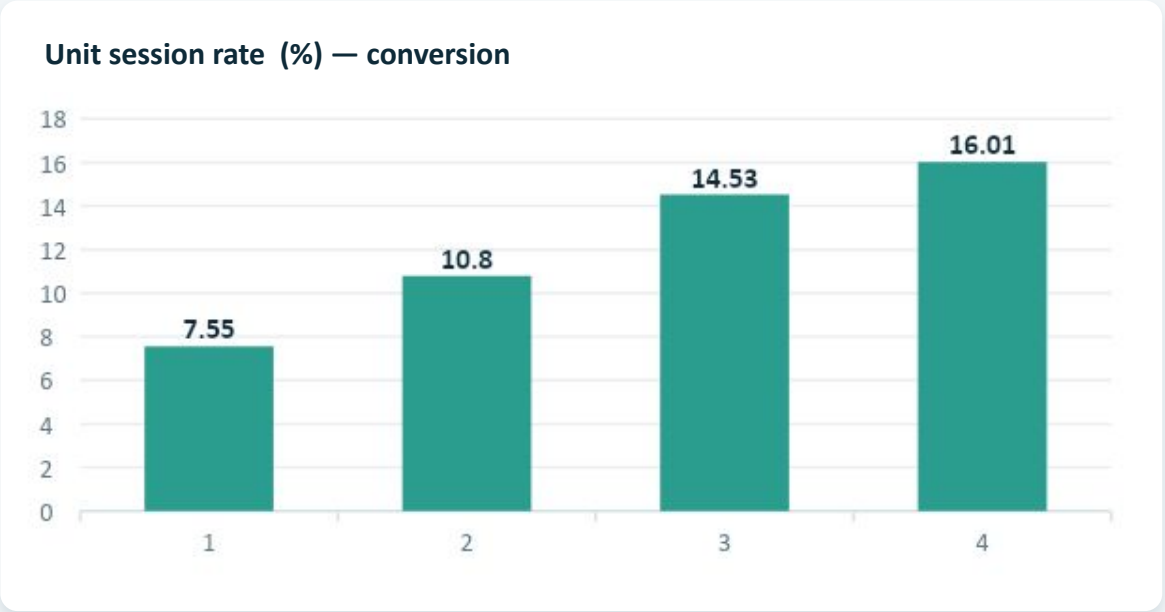
From red ink to real profit



Four quarters, four steps up: net profit swung from −\$9.3K to +\$40.3K and margin climbed +14.6 points into double digits.

Efficiency, not just spend

Sales grew while advertising got cheaper and the listing converted far better — the signature of healthy, durable growth.



18.7→14.6

Ad cost of sale (ACOS), trending down

7.6→16.0

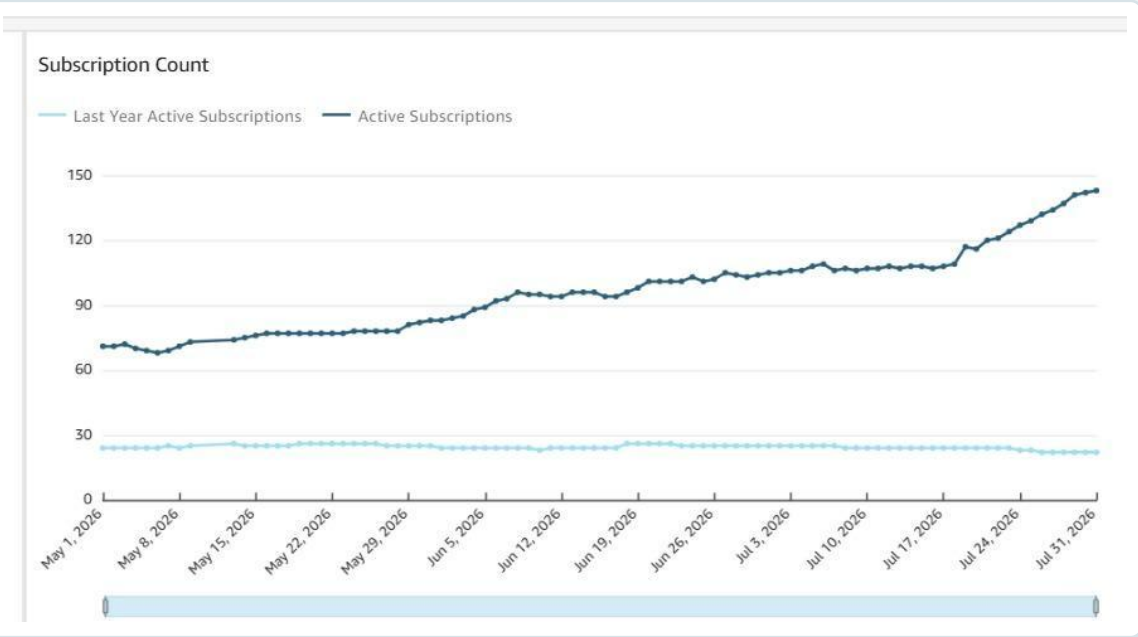
Session-to-purchase conversion, 2.1 × higher

16.0%

Best-in-period conversion · July 2026

Turning buyers into subscribers

ACTIVE SUBSCRIPTIONS • May–Jul 2026



~2×

Subscriptions doubled in 3 months (70 → 145)

5.8×

vs. the prior-year subscriber base (~25)

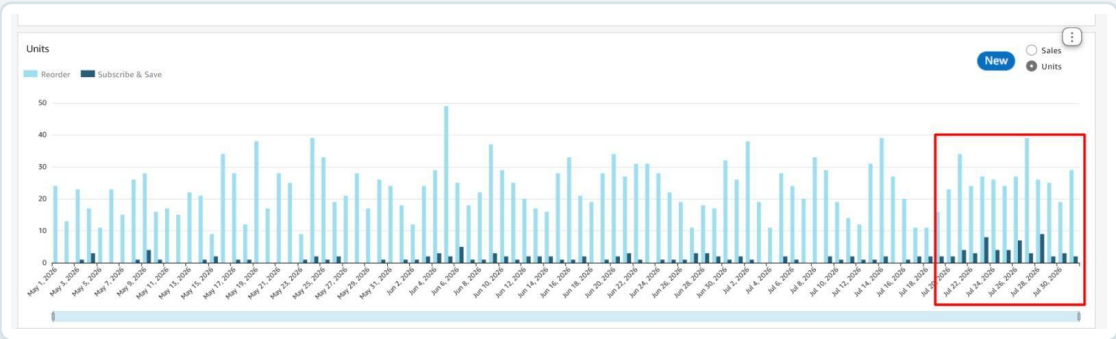


4.90

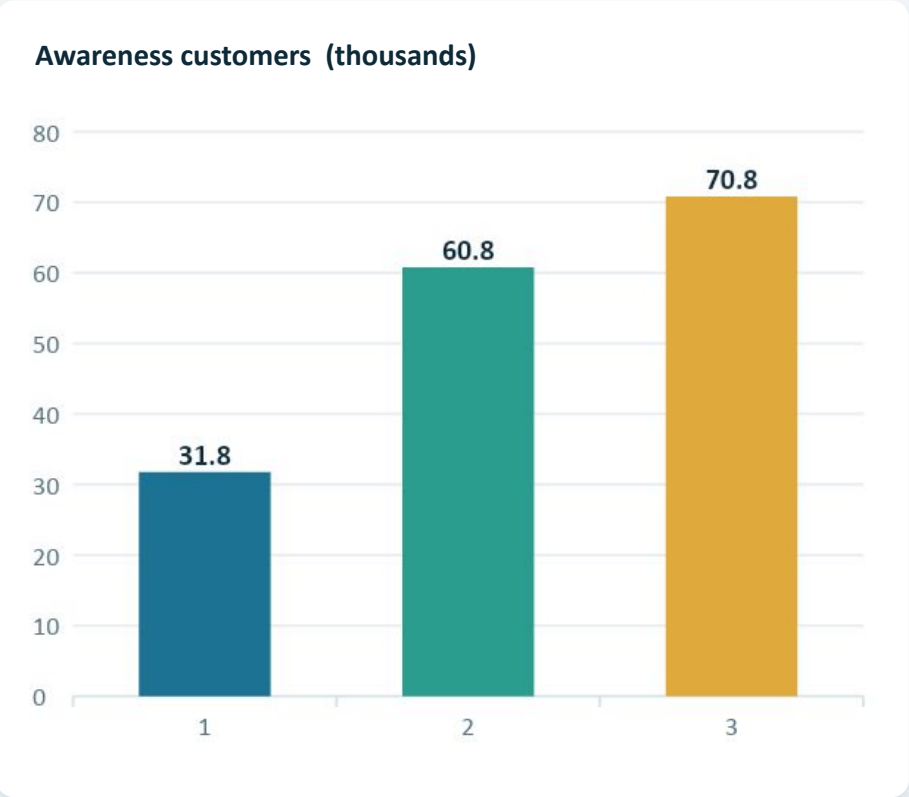
out of 5.00

Seller feedback across 52 ratings in the past year — trust that compounds into conversion and repeat sales.

DAILY UNITS • REORDER & SUBSCRIBE-AND-SAVE

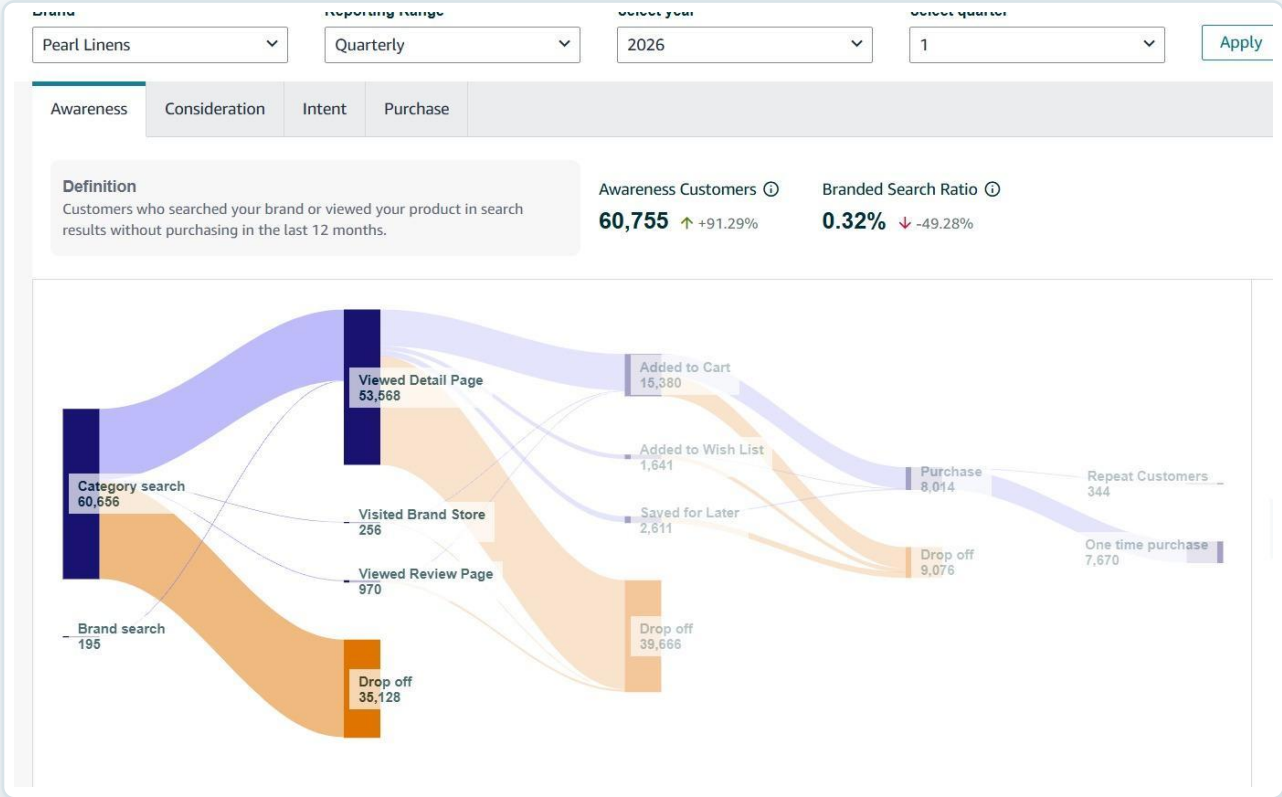


A widening awareness funnel



+91% YoY growth in brand-aware customers

CUSTOMER-JOURNEY FUNNEL • Q1 2026



Category search drives the top of funnel — converting more of that awareness into detail-page views and purchases is the next lever.

What actually drove the growth



01

Listing & conversion

Optimized titles, imagery and content lifted session-to-purchase conversion from 7.6% to 16.0%.



02

Advertising efficiency

Tighter campaign structure and bidding pulled Real ACOS from 18.7% down to 14.6%.



03

Subscribe & retain

Subscribe-and-Save and reorder flows nearly doubled active subscriptions in a single quarter.



04

Catalog & inventory

Scaled units ordered to 58,416 with reliable fulfillment to sustain higher velocity.



05

Demand creation

Grew awareness customers ~2× YoY, widening the top of the funnel beyond category search.



06

Trust & reputation

A 4.90★ rating across 52 reviews reinforced conversion and lowered acquisition friction.

THE TRANSFORMATION

Where we started vs. where we are

METRIC	THEN (AUG 2024)	NOW (JUL 2026)	CHANGE
Monthly revenue	\$14.8K	\$178.6K	12×
Quarterly net profit	−\$9.3K	\$40.3K	+\$49.6K
Net margin	−2.75%	+11.90%	+14.6 pts
Conversion rate	7.55%	16.01%	2.1×
Real ACOS	18.74%	14.60%	−4.1 pts
Active subscriptions	~25	~145	5.8×



Disciplined growth, engineered to last

Pearl Linens didn't just get bigger — it got healthier. Higher revenue, positive margins, stronger conversion and a loyal, growing subscriber base, all moving together.

12×

REVENUE

+14.6 pts

MARGIN

2.1×

CONVERSION

4.90★

RATING