# THE PORTER REPORT

1Q 2018 | RICHMOND, VA INDUSTRIAL MARKET REVIEW

# STRONG INTEREST FROM OUT OF STATE USERS SPURS LEASING ACTIVITY.

The first quarter closed with strong leasing activity and a steep increase in the overall industrial market occupancy to 93% due in part to the planned demolition of the 2.6-million-square-foot former tobacco storage warehouse complex on Commerce Road, scheduled for redevelopment as the Deepwater Industrial Park. **Class A occupancy** has increased once again to **98%** overall, up from 96% at year end, with strong demand for larger warehouse space. The **Class B occupancy** rate has decreased to **86%**, down from 91% at year end, due to the availability of more than 330,000 square feet in a southern Chesterfield facility. The quarter closed with a positive net absorption approaching 625,000 square feet.

The Virginia Alcoholic Beverage Control Authority (ABC) has announced plans to relocate its headquarters and central distribution warehouse from the City of Richmond to Hanover County, off Interstate 295 at Pole Green Road in Mechanicsville. The ABC's warehouse is currently located across from The Diamond and has been considered as a potential relocation site for a new baseball stadium. The proposed Hanover site is owned by Bill Goodwin's Riverstone Properties and would include a 95,000-square-foot office building, and 315,000-square-foot warehouse. ABC indicated that the next step will be for the General Assembly's budget proposal to be finalized before they formalize an agreement with the property owner and selected developer. The move is anticipated to take place in the spring of 2021.

Pepsi Beverages Co. will be opening a 220,000-square-foot distribution center in Chesterfield County as the tenant of a building to be constructed by Virginia Beach-based Armada Hoffler Properties Inc. Armada Hoffler closed on the purchase of the 177-acre land site on Willis Road, adjacent to GE's facility, at a purchase price of \$2.5 million. The property is located in one of Chesterfield's technology zones, and the capi-

tal investment and job numbers for the project are still in the process of being finalized. The proposed facility will occupy 27 acres of the site, which is located just east of I-95 at Willis Road (exit 64), with the potential for an additional 36,500-square-foot expansion, and a CSX rail spur to the north.

➡ Devon USA has announced plans to build a new 320,853-square-foot high bay distribution facility in Chesterfield County's James River Logistics Center, just off I-95 at Bellwood Road. The new building could be expanded to 500,000 square feet and will be the third building in the complex. The two existing buildings are both fully leased to DuPont. The new building will be identical in size to the facility developed by Devon in Hanover's Enterchange at Northlake, now fully leased to Amazon.com.

A new project code-named Goliath is in the works on a 40-acre portion of the James River Industrial Park, proximate to the UPS distribution center, and once part of Tranlin's planned paper manufacturing complex. Project Goliath has been fast-tracked for approval with plans for a 611,520-square-foot distribution warehouse on 40 acres and an expected 100 employees.

#### SELECTED INDUSTRIAL SALE TRANSACTIONS.

- ⇒ 230,000 SF SOLD at 1700 Jefferson Davis Highway (Richmond City)
- ⇒ 160,000 SF SOLD at 2300 Jefferson Davis Highway (Richmond City)
- ⇒ 50,994 SF SOLD at 7609 Compton Road (Henrico Co)
- ⇒ 25,500 SF SOLD at 11139-11159 Air Park Road (Hanover Co)
- ⇒ 17,115 SF SOLD at 11067 Washington Highway (Hanover Co)

### SELECTED INDUSTRIAL LEASE TRANSACTIONS.

|               | 230,000 SF<br>116,449 SF | LEASED at Cofer Road (Richmond City)<br>LEASED at Enterchange at Walthall (C) (Chesterfield Co) |
|---------------|--------------------------|---|
|               |                          |   |
| $\Rightarrow$ | 99,700 SF                | LEASED at 1806 Jefferson Davis Hwy (Richmond City)  |
| $\Rightarrow$ | 83,842 SF                | LEASED at 7400 Impala Drive (Henrico Co)  |
| $\Rightarrow$ | 64,657 SF                | LEASED at Enterchange at Northlake (C) (Hanover Co)   |
| $\Rightarrow$ | 45,000 SF                | LEASED at 8000 Whitepine Road (Chesterfield Co)   |
| $\Rightarrow$ | 40,000 SF                | LEASED at 25410 Weakley Road (Dinwiddie Co)   |
| ⇒             | 31,080 SF                | LEASED at 12447 Maple Street (Hanover Co)   |

NOTE: Porter Realty Company transactions shown above in RED.





RVA Warehouse/Distribution Facility 130,000 SF Facility For Sale Includes 2,700 SF 2-Story Office 3 Sections: 66k SF + 32k SF (2 Each) 5.38 Acres Total Zoned M-2 10 Dock Doors (Front) + Truck Well + 6 Dock Doors (Rear) • Ramp Access to Covered Platform • 21' Ceilings Wet Sprinkler System • 600 Amp 208 Volt 3 Phase Electrical Service Immediate I-95 @ Maury Street (Exit 73) Enterprise Zone Location

> Contact Exclusive Agent: Richard W. Porter, CCIM, SIOR 804.521.1443 | dick@porterinc.com

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# INDUSTRIAL MARKET VACANCY

### **VACANT & INVESTOR-OWNED INDUSTRIAL PRODUCT**

40K SF MIN RBA\* EXCLUDING FLEX & OWNER-OCCUPIED PROPERTIES | \*RBA Total: 26.29MM SF in 170 Existing Buildings

### 1Q 2018: COMBINED OCCUPANCY RATES & NET ABSORPTION (CLASS A & B PRODUCT)



The combined industrial occupancy rate of Class A & B product has remained unchanged from 4Q 2018 at 94%.

Net Absorption from 4Q 2017: -163, Net Absorption from 4Q 2017: +787

-163,273 SF (Class A/B) +787,924 SF (Class C)

- Class A/B net absorption reflects new vacancy of a 335,000 SF Class B facility in southern Chesterfield County.

• Class C net absorption reflects pending demolition of 2.6 million square feet of former tobacco storage warehouse (redevelopment as Deepwater Industrial Park). Tracked Class C product now totals 3.99MM SF RBA.

NOTE: CoStar reports an industrial occupancy rate of 96.4%, showing an increase from 95.5% at the end of the 3rd quarter of 2017, based on a total 117 million square feet RBA in 2,758 existing warehouse properties, and a positive net absorption of 142,584 square feet for the quarter. CoStar's industrial RBA includes both owner-occupied and investor-owned properties, but excludes flex space, defined as 50% minimum office.

| Vacancy Rate & Trends         |
|-------------------------------|
| 40k < 75k SF RBA              |
| RBA: 2.40MM SF (45 Buildings) |

|              | Class A |         | Class B      |        | Class C |         |
|--------------|---------|---------|--------------|--------|---------|---------|
| Total Bldgs  | 3       |         | 26           |        | 16      |         |
| Total RBA    | 186,00  | 0       | 1,39         | 1,245  | 830,823 |         |
| Vacant SF    | 0       | 186     |              | ,061   |         | 156,315 |
| Vacancy Rate | 0%      | 13      |              | 3%     |         | 19%     |
|              |         |         |              |        |         |         |
| CLASS A      | NWQ     | 1       | NEQ          | SWQ    |         | SEQ     |
| Total Bldgs  | 0       |         | 2            | 1      |         | 0       |
| Total RBA    | 0       | 132,000 |              | 54,000 |         | 0       |
| Vacant SF    | 0       | 0       |              | 0      |         | 0       |
| Vacancy Rate | 0%      | 0%      |              | 0%     |         | 0%      |
|              |         |         |              |        |         |         |
| CLASS B      | NWQ     | 1       | NEQ          | SWQ    |         | SEQ     |
| Total Bldgs  | 10      |         | 8            | 6      |         | 2       |
| Total RBA    | 510,513 | 422,757 |              | 357,59 | 95      | 100,380 |
| Vacant SF    | 68,426  | 50      | 0,560 67,075 |        | 5       | 0       |
| Vacancy Rate | 13%     | 12%     |              | 19%    |         | 0%      |
|              |         |         |              |        |         |         |
| CLASS C      | NWQ     | NEQ     |              | SWQ    |         | SEQ     |
| Total Bldgs  | 8       | 3       |              | 4      |         | 1       |
| Total RBA    | 450,882 | 13      | 7,050        | 175,89 | )1      | 67,000  |
| Vacant SF    | 64,500  | 12      | 2,325        | 0      |         | 67,000  |
| Vacancy Rate | 14%     |         | 9%           | 0%     |         | 100%    |
|              |         |         |              |        |         |         |

| L    | RBA       | : 7.46MM S | F (70 Bldgs) |           |
|------|-----------|------------|--------------|-----------|
|      | 1         | Class A    | Class B      | Class C   |
| Tota | al Bldgs  | 22         | 32           | 16        |
| Tota | al RBA    | 2,601,465  | 3,390,578    | 1,468,793 |
| Vac  | ant SF    | 191,592    | 250,897      | 142,300   |
| Vac  | ancy Rate | 7%         | 7%           | 10%       |

Vacancy Rate & Trends 75k < 150k SF RBA

| CLASS A     |         | NWQ     | NEQ    | SWQ     | SEQ     |  |
|-------------|---------|---------|--------|---------|---------|--|
| Total Bldgs |         | 4       | 11     | 3       | 4       |  |
| Total RBA   |         | 431,144 | 1.31MM | 342,936 | 520,198 |  |
| Vacant SF   |         | 0       | 47,954 | 0       | 143,638 |  |
| Vacano      | cy Rate | 0%      | 4%     | 0%      | 28%     |  |
|             |         |         |        |         |         |  |

| CLASS B      | NWQ     | NEQ    | SWQ    | SEQ     |
|--------------|---------|--------|--------|---------|
| Total Bldgs  | 3       | 12     | 10     | 7       |
| Total RBA    | 318,443 | 1.23MM | 1.15MM | 691,777 |
| Vacant SF    | 108,897 | 0      | 40,000 | 102,000 |
| Vacancy Rate | 34%     | 0%     | 3%     | 15%     |
|              |         |        |        |         |

| CLASS C      | NWQ     | NEQ     | SWQ     | SEQ     |
|--------------|---------|---------|---------|---------|
| Total Bldgs  | 3       | 2       | 9       | 2       |
| Total RBA    | 280,408 | 147,405 | 827,980 | 213,000 |
| Vacant SF    | 0       | 0       | 102,300 | 40,000  |
| Vacancy Rate | 0%      | 0%      | 12%     | 19%     |
|              |         |         |         |         |

| Vacancy Rate & Trends<br>150k SF Min RBA |          |        |       |         |   |           |  |
|--|----------|--------|-------|---------|---|-----------|--|
| RBA: 16.46MM SF (55 Bldgs)               |          |        |       |         |   |           |  |
|  |          |        |       |         |   |           |  |
| Class A Class B Clas                     |          |        |       |         |   |           |  |
| Total Bldgs                              | 30 1     |        | 17    |         | 8 |           |  |
| Total RBA                                | 10,954,7 | '57    | 3,81  | L4,070  |   | 1,695,028 |  |
| Vacant SF                                | 80,371   | L      | 731   | .,433   |   | 42,500    |  |
| Vacancy Rate                             | 1%       |        | 19    | 9%      |   | 3%        |  |
|  |          |        |       |         |   |           |  |
| CLASS A                                  | NWQ      | NEQ    |       | SWQ     |   | SEQ       |  |
| Total Bldgs                              | 4        | 12     |       | 1       |   | 13        |  |
| Total RBA                                | 1.15MM   | 3.60MM |       | 1.10MM  |   | 5.11MM    |  |
| Vacant SF                                | 0        | 22,323 |       | 0       |   | 58,048    |  |
| Vacancy Rate                             | 0%       |        | 01%   | 0%      |   | 1%        |  |
|  |          |        |       |         |   |           |  |
| CLASS B                                  | NWQ      | 1      | NEQ   | SWQ     |   | SEQ       |  |
| Total Bldgs                              | 2        | 9      |       | 5       |   | 1         |  |
| Total RBA                                | 601,695  | 1.78MM |       | 982,002 |   | 450,000   |  |
| Vacant SF                                | 142,800  | 81,000 |       | 155,683 |   | 351,950   |  |
| Vacancy Rate                             | 24%      | 5%     |       | 16%     |   | 78%       |  |
|  |          |        |       | 1       |   |           |  |
| CLASS C                                  | NWQ      | NEQ    |       | SWQ*    |   | SEQ       |  |
| Total Bldgs                              | 2        | 1      |       | 4       |   | 1         |  |
| Total RBA                                | 336,138  | 20     | 0,000 | 783,890 |   | 375,000   |  |
| Vacant SF                                | 0        | 0      |       | 42,500  |   | 0         |  |
| Vacancy Rate                             | 0%       |        | 0%    | 5%      |   | 0%        |  |
|  |          |        |       |         |   |           |  |

\*Adjustment in Class C vacancy and RBA attributed to planned demolition of former tobacco storage warehouses & redevelopment as Deepwater Industrial Park (SWQ City)

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# FEATURED PROPERTIES 10 2018 P www.porterinc.com





1727-1731 Arlington Road 3-Building Complex Zoned M-2 2,373 SF to 12,091 SF Available **3** Phase Electrical Service Proximate to I-95 For Lease: Call for Information Co-Listed with: Cliff Porter CONTACT: WILSON FLOHR 804.521.1458

Anderson Highway (Powhatan Co) Join Virginia Physicians Family Practice! 36.84 Acres Total Mixed Use Development Potential Retail Pad Sites from 1.59 Acres For Sale: ~\$29,900/Ac (Unsubdivided) Co-Listed with: Byron Holmes CONTACT: DICK PORTER 804.521.1443

3950 North Bailey Bridge Road

4.16 Acres Zoned C-5 Owner Will Divide, Utilities to Site Off Route 360/Hull Street Road, Proximate to Rt. 288 Interchange For Sale: \$799,000 For Lease: Call for Information CONTACT: BYRON HOLMES 804.521.1448



7023 Lee Park Road 7,952 SF Office on 1.30 Acres 5,932 SF Available for Lease 38 Parking Spaces, Zoned B-1 ~5 Miles to Memorial Regional MC For Lease: \$12.00/SF NNN For Sale: \$650,000 CONTACT: KEVIN COX 804.521.1468

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No warranty or representation is made as to the accuracy of the foregoing information.

## FEATURED PROPERTIES 1Q 2018 www.porterinc.com



**Enterprise Zone Location** 

700 Gordon Avenue 130,000 SF Industrial Facility Includes 2,700 SF 2-Story Off 5.13 Acres Zoned M-2 Multiple Dock Doors + Ramp Access to Covered Platform For Sale: \$3,250,000



Low Tax Locality

5851 Quality Way 50,880 SF Facility Built 2001 Expandable, Dock & Drive-In 24' to 26' Ceilings, Wet Sprinkler Foreign Trade Zone, Proximate to Rolls Royce & Fort Lee Wet Sprinkler, 3 Phase Service Expandable • Owner Relocating For Sale: \$3,052,800

#### Airport Area Location



5491 International Trade Drive Parcel A: 9.851 Acres Total Est. 5 Acres Usable For Sale: \$450,000 Parcel B: 5.763 Acres Total Estimated 4 Acres Usable For Sale: \$450,000 Utilities in Road Fronting Site

Meadowville Area Location

#### Intro Rate Available



2035 Factory Lane Up to 43,000 SF Warehouse Includes ~3,000 SF Office 8 Docks, 1 Drive-In, 1 Step-Van Ht, Up to 20' Ceilings, Dry Pipe Sprinkler Petersburg Area Location For Sale: \$1,290,000 Intro Rate: \$2.50/SF Gross



**Dick Porter** CCIM, SIOR 804.521.1443 dick@porterinc.com

Brandermill Retail/Office



13212 Hull Street Road 4,087 SF Available Join Peds Care, Sherwin-Williams, & Wells Fargo Ample Parking, Zoned C-2 High Visibility Location! 71,000 Vehicles Per Day For Lease: Owner/Agent



1801 Willis Road 102,000 SF - Can Subdivide 22' to 24' Ceilings, Zoned I-1 15 Docks + 2 Drive-In Docks 80 Parking Spaces + Container Storage, ESFR Sprinkler System Adjacent 13.115 Ac for Expansion For Lease: Owner/Agent



North Enon Church Road 353.43 Acres Total Site Zoned I-3 Heavy Industrial Utilities On Site (Chester, VA) Immediate I-295 Access 0.5 Mile to Amazon.com For Sale: Call for Information Co-Listed with: Kevin Cox



Fredericksburg Complex

46 Commerce Road 20,450 SF Building on 5.7 Acres 12,650 SF Shop + 10 Bay Doors **48 Commerce Road** 

12,785 SF Building on 2.35 Acres Includes 6k SF Shop + 4 Bay Doors For Sublease: Call for Information Co-Listed with: Kevin Cox



**Bob Porter** CCIM, SIOR 804.521.1441 bob@porterinc.com

#### Route 1 Visibility



8650 Brook Road 7.200 SF Retail/Showroom Includes 2,400 SF Warehouse Zoned B-3, Half Dock + Drive-In Henrico County Location Tenant Relocating For Sale: \$675.000 For Lease: \$8.50/SF NNN



7501 & 7531 Otterdale Road 3.92 Acres Total @ Lighted Intersection Retail, Office, Medical & Light Industrial Uses Permitted Developing Area off Rt. 360/Hull Street + New Road Improvements For Sale: Call for Information CONTACT: BYRON HOLMES 804.521.1448



11173 Leadbetter Road 1,816 SF Office Available 8,787 SF Total Building High Exposure Corner Location Zoned M-3 **Recently Renovated** For Lease: \$8.75/SF NNN Co-Listed with: Cliff Porter



Fully Leased Investment

3108-3144 Northside Avenue Fully Leased 3-Building Complex 14,112 SF on 1.71 Acres Zoned M-1 + R-2, Built 1962 Fronting Staples Mill Road Proximate to I-64 For Sale: \$799.000 Co-Listed with: Cliff Porter

NEW

2461 Charles City Road

Office/Shop Complex + Storage Yard

Includes 2,400 SF Office Building

Two Detached Shop Buildings with

Drive-In Access, 1.53 Acres

Zoned M-2, East End Henrico County

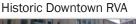
Co-Listed with: Cliff Porter

CONTACT: DICK PORTER

804.521.1443



**304 East Grace Street** Historic Art Deco Building 2,180 SF Ground Floor Retail/Creative Office/Restaurant **Opportunity, Zoned B-4** Build-to-Suit Opportunity For Lease: Call for Information Co-Listed with: Cliff Porter





Wilson Flohr 804.521.1458 wilson@porterinc.com



**5220 Klockner Drive** 23,400 SF Facility Zoned M-1 Includes 6,375 SF Office/Showroom + 17,025 SF Warehouse 3 Docks, 1 Drive-In, 22' to 24' Ceilings, East End Henrico County Available: Call for Information CONTACT: CLIFF PORTER 804.521.1442



**Park Central Drive** 

8.619 Acres Available

Zoned O-S, Medical, Office &

Warehouse Uses, Immediate I-95

Access @ Parham Road (Exit 83)

Established Upscale Park

For Sale: \$225,000/Acre

CONTACT: KEVIN COX

804.521.1468

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# REPORT: TRUCKERS SEEK NEW ROUTES INTO "LAST MILE"

# E-commerce is creating more big, bulky orders, but home delivery also brings oversize transportation and logistics costs

More big trucking companies are looking to cash in on home delivery of bulky items as consumers grow more comfortable shopping online for furniture and other goods too big for conventional parcel networks.

Ryder Systems Inc. is the latest operator to jump into the business, paying \$120 million this month to buy MXD Group, a logistics firm that specializes in "final mile" delivery of big items to consumers' doorsteps. The deal extends Ryder's bid to move into areas beyond its well-known truck-leasing business, and reflects the growing attraction of a sector that has been transformed by e-commerce.

Shoppers accustomed to getting online purchases in days, not weeks, and tracking those packages, now look for similar service when they buy big items like couches, washing machines and exercise equipment. Such objects often require installation or special handling, and may not fit in the highly automated systems that carriers like UPS and FedEx use to sort millions of packages each day.

That has drawn in large trucking operators who want to use their scale to lure large retailers as customers for home-delivery services.

"Last-mile has taken off like crazy," says Daniel Sayne,



director of sales at Fidelitone Inc., which delivers furniture for Amazon, Wayfair, and others. Newer entrants to the segment include Green Bay, Wisconsin-based Schneider National Inc., one of the largest US truckload operators, as well as Richmond, VA-based less-than-truckload carrier Estes Express Lines.

Operators with business models built on delivering goods by the pallet or truckload to industrial loading docks must send drivers on irregular routes down residential streets to hit specific delivery times. Workers may have to enter homes and take the time to install products.

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### "Home delivery is more finicky, more risky and more costly," said Paul Thompson, chairman of Transportation Insight LLC, a supply-chain management and logistics firm. "To really have a cost-efficient last-mile network, you have to have density."

For the trucking companies, the service helps them move into one area in the retail world that is growing rapidly as digital sales carve away business from brick-and-mortar stores. Much of the sector is made up of smaller carriers. Bigger fleets often rely on a combination of company trucks and networks of contractors to deliver bulky goods across wide swaths of the country.

Noël Perry, a transportation economist and principal at consulting firm Transport Futures, estimates the final-mile market for bulky items, currently about \$3.7 billion to \$4 billion, will expand to about \$12 billion over the next decade. That's still just a niche in a U.S. trucking industry that counts around \$676 billion in annual gross freight revenue.

# REPORT: LAST MILE DELIVERY MUST FULFILL SHOPPERS' QUEST FOR CONVENIENCE

LOGISTICS REPORT: Convenience means fitting into online customers' lives, and that's why last mile delivery is one of the most crucial touch points. A recent McKinsey study found that the last mile accounts for 50 percent or more of total package delivery costs.

According to an Eye for Transport white paper on final mile delivery, 83 percent of retailers report that customer experience is now a company-wide goal, and 67 percent said that gaining greater control of the customer experience was crucial to delivery.

### **OFFER DELIVERY OPTIONS.**



Economy ground, ground and 2-day were all expected by about 70 percent of shoppers. Next-day delivery was expected by 46 percent (up 3 percentage points) and same-day by 20 percent (up 4 percentage points).

While a growing group of consumers desires faster delivery, most remain highly price sensitive. Same-day delivery may be gaining serious traction, but the UPS study also indicated that customers are willing to wait an average of seven days for purchases with free shipping and six without it. This means that while midsize and smaller retailers don't always have to compete with the big guys on standard shipping times, faster options are a must.

Millennial consumers are willing to pay up to 30 percent more for same-day delivery, according to a recent McK-insey report.

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Convenience options like pickup-at-store and at alternate locations actually simplifies the last mile delivery and in many instances helps rein in costs.



According to the UPS study, four in 10 shoppers have used same-day delivery in the past year, but only 4 percent said they used it "most often." Urban areas where accepting deliveries can be problematic are ripe with opportunity to offer same-day delivery. Shoppers often are willing to pay, especially for groceries, diapers, and other goods that need frequent replenishment.

Receptivity will continue to grow. The McKinsey report predicts that by 2025, same-day delivery will account for 20% of all deliveries.

# REPORT: LAST MILE DELIVERY MUST FULFILL SHOPPERS' QUEST FOR CONVENIENCE

### **GIVE SHOPPERS MORE CONTROL.**

Convenience also means putting the shopper in control. That's why leading delivery companies offer a way for customers to manage their deliveries. For instance, one in four U.S. households (40 million worldwide) have enlisted in UPS My Choice, which enables them to choose the day and even time of delivery, as well as hold or redirect a shipment.

52 percent of shoppers showed interest in shipping to alternate locations, and 30 percent of online shoppers already have had orders sent to alternate locations. Whether it's to a local coffee shop or a delivery locker at a convenience store, services that are customized to shoppers' needs and schedules can help retailers win and keep customers.

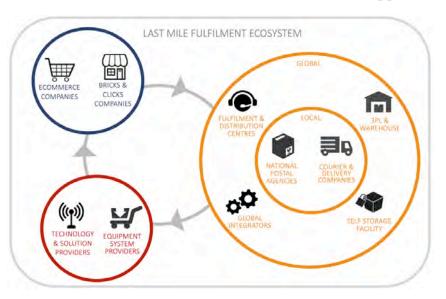
"Retailers may choose to extend their store network into urban areas for more convenient pickup by using some of these access points and alternate locations," says Ganesh.

### **PROVIDE A SHIP-TO-STORE OPTION.**

Offering customers ship-to-store provides them with convenience and the retailer with an additional opportu-

nity for more revenue. In the same UPS study, half of shoppers reported having an online purchase shipped to a retail store for pickup in the past year, and 44 percent made an additional purchase in store.

Because the "ship-to-store" delivery option is projected to grow, retailers should consider using technology and knowledgeable associates to make the pickup process smooth and efficient. More than seven in 10 shoppers in the online study said that getting in and out of the store quickly is ideal.



"Convenience options like pickup-at-store and at alternate locations actually simplifies the last mile delivery and, in many instances, helps rein in costs," says Louis DeJianne, director of retail at UPS.

### HOW LOGISTICS PROVIDERS CAN DELIVER ON CONVENIENCE.

"Convenience is key to a positive customer experience," said DeJianne. "So the rewards of optimizing your supply chain based on customer convenience can be substantial."