Warehousing, wholesale and distribution / OD-07

E-commerce fulfillment: piece picking and returns

35% of new warehouse demand comes from e-commerce and marketplaces. These warehouses handle individual items, not pallets.

A pallet warehouse is not set up for piece-level orders.

According to IBC Global, 35% of new warehouse demand comes from e-commerce and marketplaces. A fulfillment warehouse picks thousands of small orders a day and receives returns. This is a different process from a classic wholesale warehouse.

Conceptual architecture. No operating results are shown.

01 Order	Marketplace · Seller · SLA
02 Picking	Batch picking · Handheld terminal · Verification
03 Packing	Label · Weight · Courier
04 Returns	Receiving · Condition · Resale

At a glance

35% — IBC Global: share of e-commerce and marketplaces in new warehouse demand. [1]

1.5% — IBC Global: vacancy rate in Class A warehouses. [1]

4 million m² — World Bank: demand for Class A warehouse space (2025). [2]

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Who it is for

Fulfillment owner	Pricing and SLA.
Warehouse manager	Picking.
Seller	Orders.
Customer service	Returns.

Facts and global practice

IBC Global

35% of new warehouse demand comes from e-commerce and marketplaces, and 28% from 3PL and distribution. [1]

IBC Global

Vacancy in Class A warehouses is 1.5%; the shortage of quality warehouse space is approximately 400,000 m². [1]

World Bank

In 2025, demand for Class A warehouse space is 4 million m², while actual supply is 513,000 m². [2]

This indicator was not found in open sources for warehouses in Uzbekistan — it is measured during the audit.

02 Where the losses occur

Single-order picking

A separate walk for every order.

Returns pile-up

Returned goods are slow to go back on sale.

Mixed sellers

It is unclear whose stock is where.

SLA

Penalties for late shipments.

How the loss is calculated

Picking time	orders per month × picking minutes per order × labour cost per minute
Shipping errors	incidents per month × logistics cost per incident
Returns	days until resale × value of returned goods
SLA penalties	late shipments per month × penalty per late shipment

Illustrative calculations; establish the baseline, units and rates during the site assessment. Avoid counting the same loss twice.

03 Solution architecture

Piece picking, batch picking and returns

The WMS groups orders into batch picks, keeps stock records by seller and gets returns back on sale quickly.

01 Order

Marketplace · Seller · SLA

02 Picking

Batch picking · Handheld terminal · Verification

03 Packing

Label · Weight · Courier

04 Returns

Receiving · Condition · Resale

Modules

WMS: piece and batch picking	Fulfillment	Commercially available
Multi-seller accounting	By seller	Commercially available
Returns module	Condition	Commercially available
Marketplace integration	API	Engineering capability

Each module has a readiness status. Third-party results are not a forecast for your site.

04 Implementation and measurement

01 Audit

Order flow.

Output: gaps.

02 Pilot

One seller.

Output: picking productivity.

03 Scale-up

All sellers.

Output: SLA control.

04 Subscription

Monthly.

Output: reporting.

What is measured

Picking productivity	Lines/hour	Handheld terminal
Shipping errors	%	WMS
SLA	%	System
Return processing time	Days	WMS

What is needed to start

- Fulfillment owner
- Order statistics
- Seller list
- Marketplace API

05 Readiness checklist and next step

01 Are orders batch-picked?	Yes / No / Unknown
02 Is stock tracked by seller?	Yes / No / Unknown
03 Is the time it takes for returns to go back on sale recorded?	Yes / No / Unknown
04 Is SLA compliance measured?	Yes / No / Unknown
05 Is the number of shipping errors known?	Yes / No / Unknown
06 Is there automatic integration with marketplaces?	Yes / No / Unknown
07 Are labels generated by the system?	Yes / No / Unknown
08 Are courier settlements automated?	Yes / No / Unknown
09 Is there a plan for seasonal peaks?	Yes / No / Unknown
10 Is there a designated responsible person?	Yes / No / Unknown

What we do not promise

• Firm timelines and prices without an audit

• Government decisions and deadlines

• Expansion of warehouse space

• Unmeasured results or savings

Fulfillment audit

We review the order flow and the picking process.

• Breakpoint map

• Pilot plan

• Implementation fee and monthly subscription

Scope, price and schedule are agreed after reviewing the site and its data.

06 Sources and scope

[1] IBC Global, Central Asia Warehouse Summit (Tashkent). bizmedia.kz, 20.04.2026.

bizmedia.kz

[2] World Bank, Uzbekistan Private Sector Diagnostic. spot.uz, 17.07.2026.

spot.uz

Prepared from the cited sources. Vendor statements and reported sector figures are attributed, not independently verified here. No performance, certification or regulatory outcome is guaranteed. Check the current official rules before making decisions.

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