



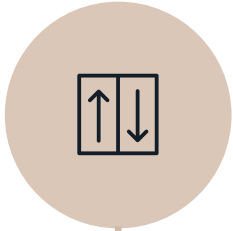
Consumer Goods & Services Real Estate Trends to Watch

2026 Global Real Estate Outlook

Global Research
December 2025



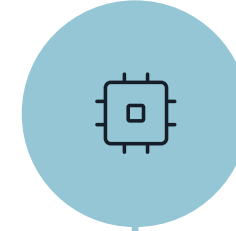
2026 Consumer Goods & Services Real Estate Trends to Watch



Governance evolution and record CEO turnover will elevate CRE as a transformation Lever



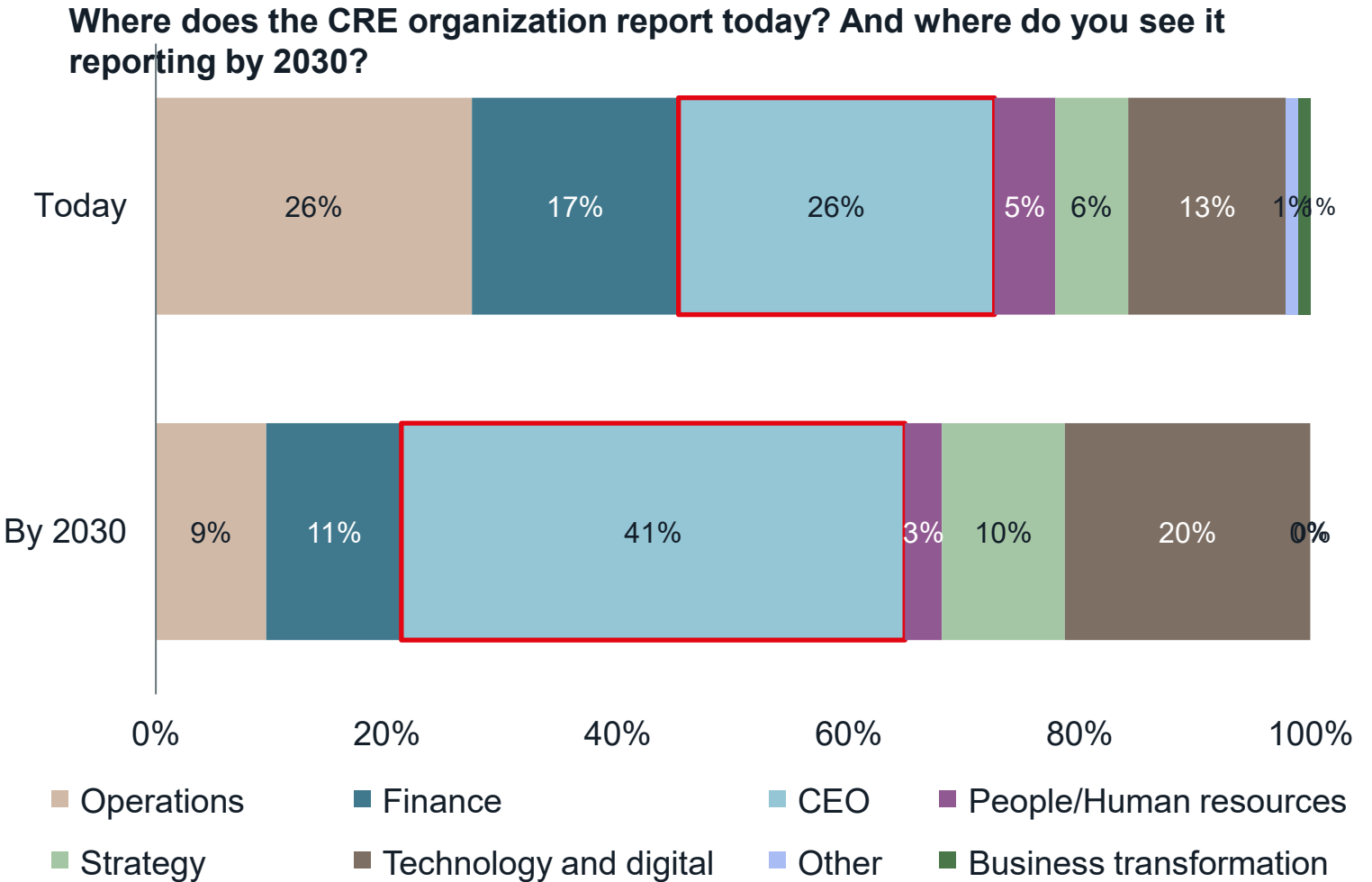
Balancing accessibility, customization and efficiency in retail design will define the next era of consumer experience



The criticality of supply chain resiliency and industrial transformation in a future-proof manufacturing strategy

Governance evolution and record CEO turnover will elevate CRE as a transformation Lever

- CEO seats in Consumer Goods and Retail are turning over more frequently, with incoming leaders under pressure to reset portfolios, simplify cost bases, and reposition brands. Those priorities show up physically—through HQ consolidations, regional hub shifts, plant and DC rationalizations, and workplace changes that signal a new culture. When CRE presents options that tie these moves directly to growth, margin, and talent, it becomes one of the most powerful tools in the new CEO’s kit.
- At the same time, CRE reporting lines are moving up: 26% of consumer-goods CRE organizations now report directly to the CEO, and 41% expect to by 2030. That elevation reframes CRE from cost line to strategic lever, alongside product and supply chain. The footprint is no longer just “where work happens” but one of the clearest expressions of what the new leadership wants the company to become.
- This makes it essential for CRE to have a standing “leader-change” playbook which includes a simple, executive-ready map of the current footprint, a short list of quick wins to simplify, and two or three bolder options to reshape and reinvest aligned to likely themes (back-to-core, premiumization, nearshoring, productivity). When a CEO changes—or CRE gains a direct line—those materials turn CRE into a strategic enabler rather than a reactive cost manager.

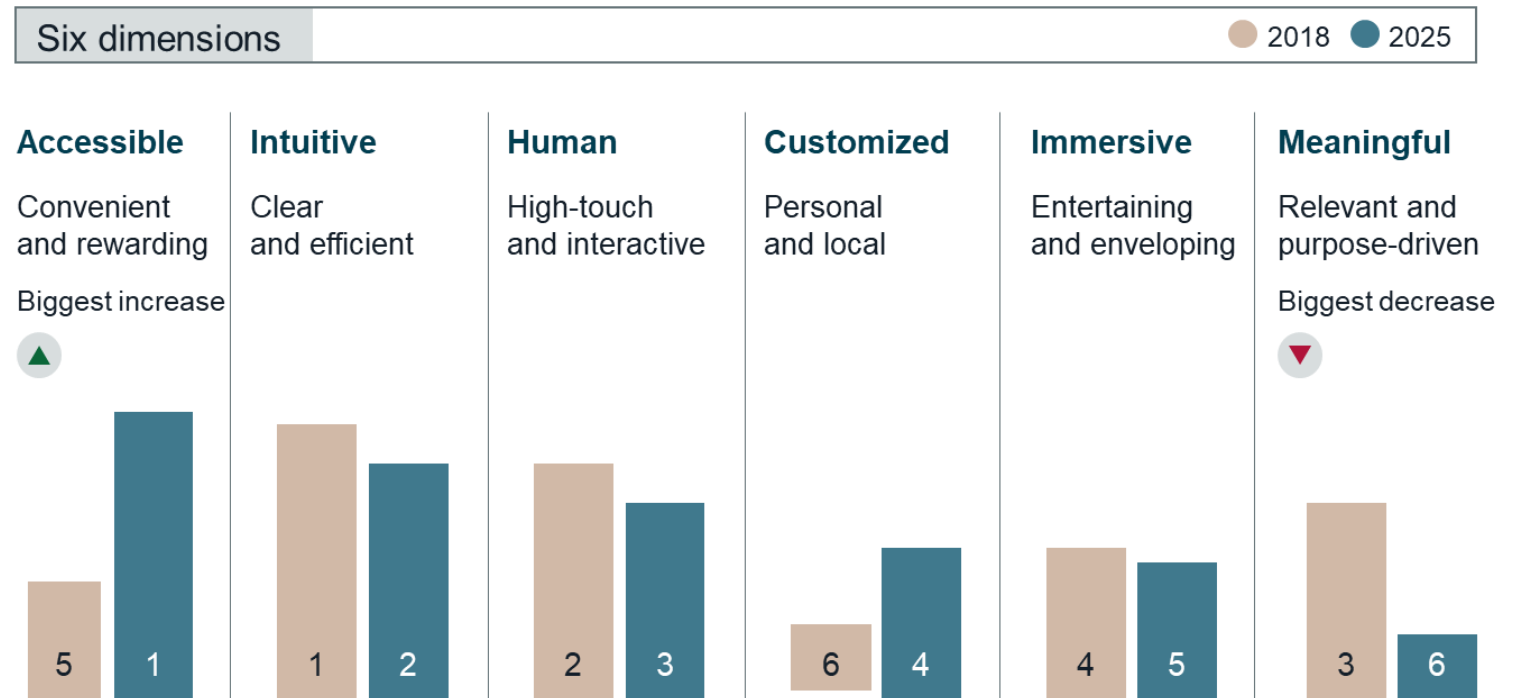


JLL Research, 2025 Global Real Estate Technology Survey, 172 consumer goods and retail responses

Balancing accessibility, customization and efficiency in retail design will define the next era of consumer experience

- JLL Design's [global study](#) shows a decisive shift in consumer priorities: “accessible experiences” have leapt from the fifth most important consideration to #1 across all consumer segments. At the same time, loyalty is fragile—81% of Gen Z and millennials have switched brands in the past year. The findings reveal that accessibility is no longer just about convenience; it now blends ease of use with spaces that feel emotionally resonant, inclusive, and attuned to local communities. While the Accessible and Intuitive dimensions are a baseline expectation for all, what truly draws consumers in-store depends on their generation. Gen Z and Millennials are driving demand for the more high-touch Customized dimension: 54% want their stores to feel distinct rather than a generic, one-size-fits-all design.
- Accessibility also now encompasses radical inclusivity—environments where all people feel they belong, regardless of background, budget, mobility, neurodiversity, or family structure. Examples such as sensory-friendly store hours, stroller- and family-oriented layouts, and frictionless, no-app checkout show how lighting, circulation, and technology choices can quietly remove barriers in ways that are repeatable.
- For CRE leaders, this creates an imperative—and opportunity—to build design frameworks that allow meaningful customization and local relevance, while retaining a strong, efficient operational core that can scale globally.

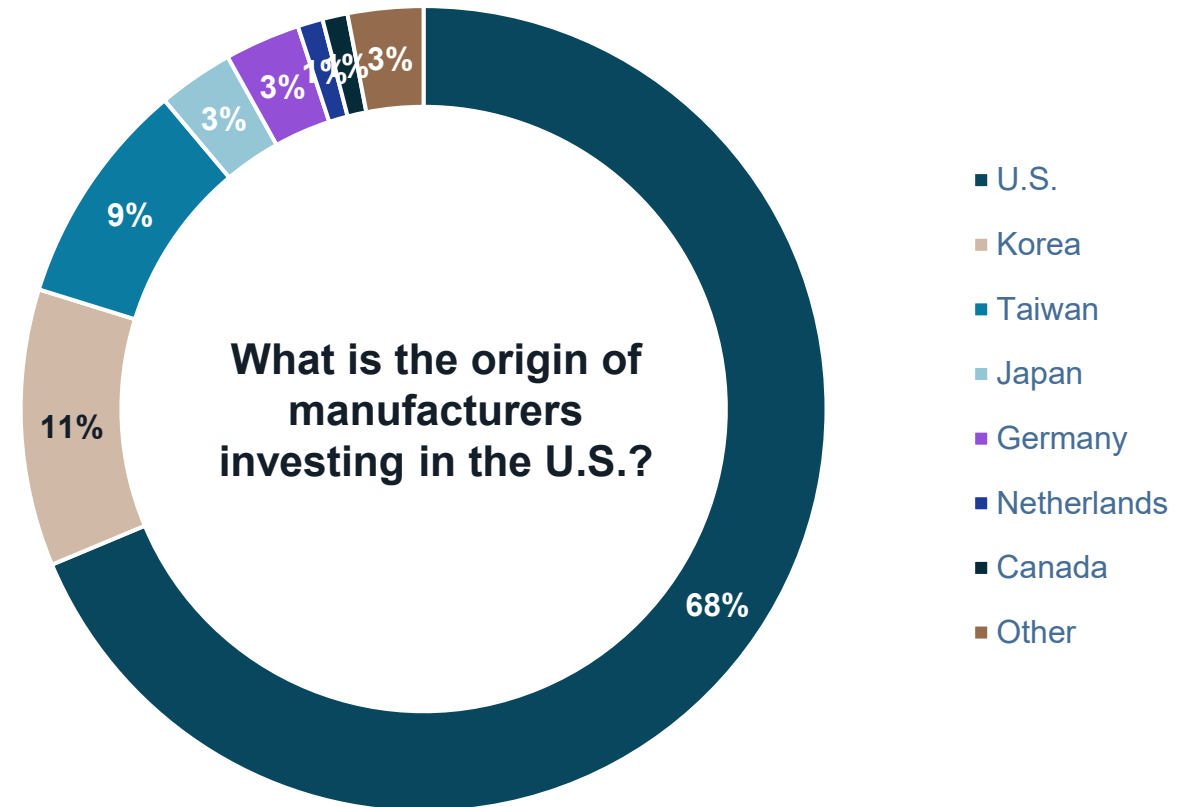
Most substantial shifts in consumer priorities



Source: JLL Design Research, *Shifting Priorities in Retail Design* (a comprehensive study surveying 3,000+ consumers across 15 countries)

The criticality of supply chain resiliency and industrial transformation in a future-proof manufacturing strategy

- Consumer Goods & Services CRE leaders are fundamentally restructuring their operations as 45% of companies examine their supply chains to respond to current global economic uncertainty—ranking it as their highest strategic priority. Companies are developing resilient supply chains through strategic diversification, geopolitical expertise building, and smart nearshoring initiatives as tariff tensions and global instability force operational transformation.
- At the same time, logistics and manufacturing operations are demanding more from buildings, with spending focused on upgrading existing facilities, supply chain improvements, and demand normalization rather than aggressive expansion toward more sustainable investment levels. With the average age of existing U.S. manufacturing facilities at 51 years old, CRE leaders face critical decisions about which facilities to modernize to attract and retain manufacturing operations.
- Outdated facilities require substantial updates to integrate advanced technologies, automation systems, and energy-efficient operations essential for modern manufacturing processes. CRE leaders who proactively address infrastructure modernization within their portfolios position themselves to capture significant manufacturing investment as companies diversify away from concentrated supply chains, while those who delay risk seeing their assets bypassed entirely in the new regionalized economy.



Note: Percentages based on projected investment size
Source: JLL Research

Thank you

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