Magic Quadrant for Fourth-Party Logistics

1 December 2025 - ID G00822945 - 59 min read

By Matthew Beckett, David Gonzalez

This Magic Quadrant evaluates fourth-party logistics providers globally. Supply chain leaders responsible for logistics can use this research to assess these 4PLs when considering outsourcing their logistics and supply chain operations.

Market Definition/Description

*This document was revised on 1 December 2025. The document you are viewing is the corrected version. For more information, see the **Corrections** page on gartner.com.*

Gartner defines fourth-party logistics (4PL) as a supply chain services provider that engages in the design, build, implementation and ongoing orchestration of all or part of the activities encompassed by an end-to-end logistics network. The 4PL coordinates and manages logistics operations via internal and/or external parties, delivering visibility, governance, control and optimization through integrated technology platforms.

Logistics leaders are looking to the 4PL market for a complete logistics outsourcing framework. This framework facilitates the integration of their logistics organization into the wider supply chain through the application of mainstream and advanced logistics technologies, capabilities and services offered by 4PL. Fourth-party logistics, as a supply chain integrator, provides access via a singular technology platform to integrate logistics systems across a complex network, offering unified visibility, data and operational control. 4PL offers logistics and supply chain services via a menu-based framework to diagnose, optimize, govern and orchestrate shipper networks as a relationship matures.

Mandatory Features

The mandatory logistics services commonly offered as part of 4PL include:

- Freight and transport management
- Warehouse and distribution management
- Purchase order management
- Freight visibility
- Process integration and automation
- Data analytics and reporting
- Performance management
- Control tower operating models

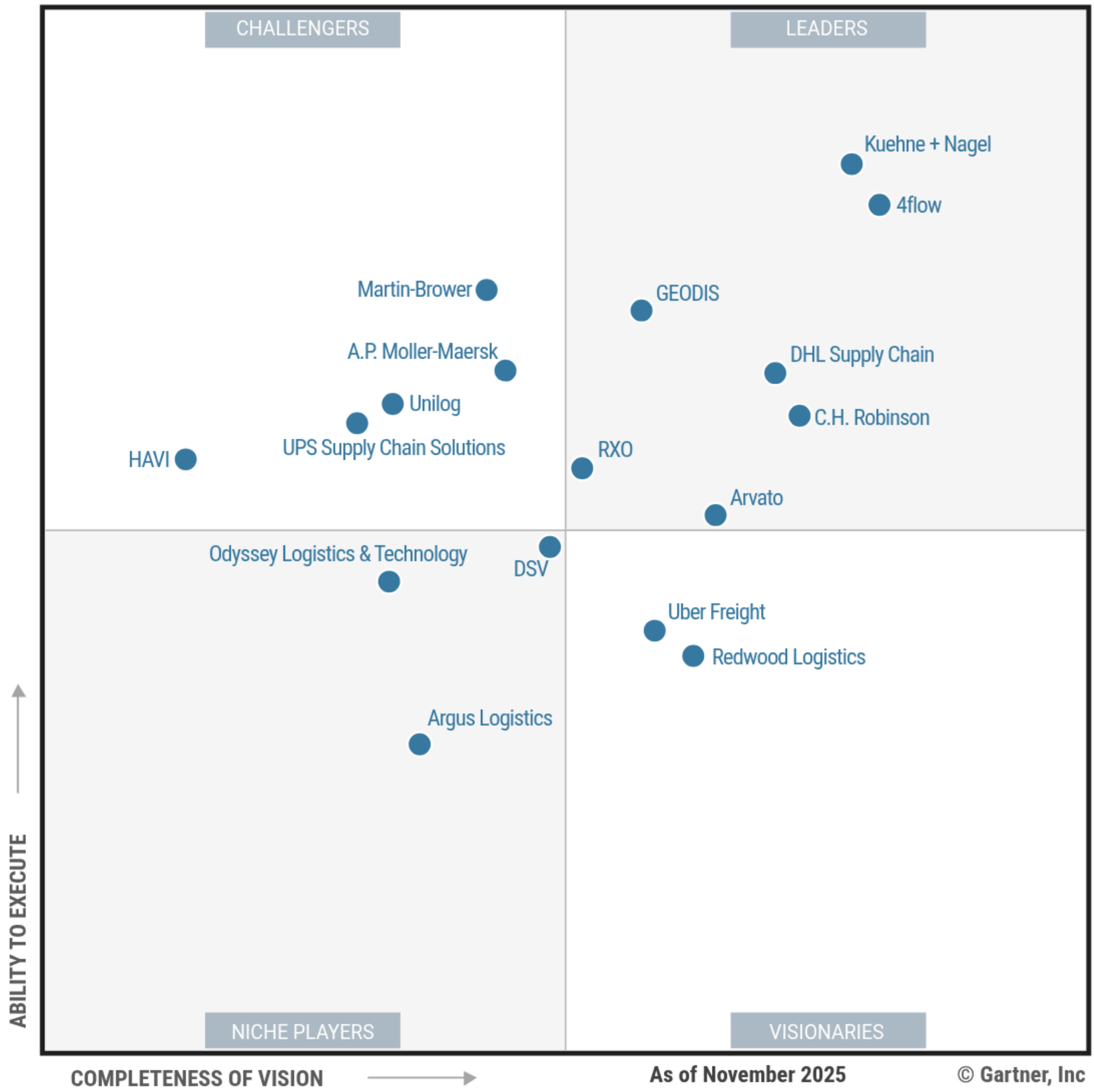
Common Features

The following services are among the more advanced 4PL services and relationships:

- Logistics planning, forecasting and capacity management
- Procurement and tender management
- Market intelligence
- Risk management and visibility
- Network and inventory management and optimization
- Sustainability programs and visibility
- Supply chain consultancy services (including global trade management)
- Logistics platform and data integration services

Magic Quadrant

Figure 1: Magic Quadrant for Fourth-Party Logistics



Gartner.

Vendor Strengths and Cautions

4flow

4flow is a Leader in this Magic Quadrant. Headquartered in Berlin, Germany, 4flow was founded in 2000 and has been providing 4PL services since its inception. 4flow operates from 24 offices worldwide, spanning Europe, Asia, Africa, and North and South America. It has a global team of more than 1,400 members, including about 750 dedicated to 4PL services. The business has supply chain centers of excellence and control towers for 4PL operations in Europe, the Middle East and Africa; Asia/Pacific; and the Americas. 4flow serves clients in an array of verticals; its top four encompass automotive, fast-moving consumer goods (FMCG), industrial manufacturing, and life sciences.

Strengths

- **Market understanding:** 4flow is ahead of many of its peers in shaping the future development of the 4PL market. Its supply chain orchestration operation integrates its end-to-end supply chain command center with inventory optimization tools, creating better visibility, proactive inventory planning, logistics execution and dynamic cost control

- **Innovation:** 4flow's early adoption of AI-embedded tools in data analysis, its nonsiloed operating model and its ongoing investment in proprietary technology research and development demonstrate how customer-driven innovative thinking is a common thread that is actively encouraged throughout the organization.

- **Market responsiveness:** 80% of customers rated 4flow´s ability to anticipate and manage disruption as very good or excellent. Predicting global disruption is difficult. However, 4flow's skill is in its ability to analyze, assess and mitigate the consequences of disruptive events, which makes its own business more resilient to shocks.

Cautions

- **Overall viability:** 4flow started providing 4PL services in 2000. Over that time, its revenue from this activity has grown quickly, along with its client portfolio. The business will need to maintain investment in its growth, capability, services and support functions while avoiding burgeoning overheads to support its expansion.

- **Sales strategy:** 4flow's services appear highly standardized and homogenized, which in the past has been a strength. In the future — especially if it continues to pursue a vertical industry sales strategy — it will need to apply a higher degree of vertical industry differentiation and customize services for individual industries, company sizes and supply chain segments.

- **Marketing strategy:** 4flow's industry profile and overall visibility have increased as more companies become aware of this vendor's 4PL services. However, even more alignment with 4PL is required, as some companies still view 4flow as either being only a technology vendor or a supply chain consultancy.

A.P. Moller-Maersk

A.P. Moller-Maersk is a Challenger in this Magic Quadrant. Headquartered in Copenhagen, Denmark, Maersk has been a global provider of integrated supply chain solutions with subsidiaries and offices across 130 countries and more than 100,000 employees worldwide. Maersk's portfolio ranges from ocean, rail and air transportation services to warehouse, distribution, fulfillment services and 4PL-managed services. Maersk's new partnership with Accenture combines each company's market-leading service and capability offering to quickly scale physical and digital supply chain solutions to large enterprises across a range of industry verticals.

Strengths

- **Offering (product) strategy:** Maersk's truly global network coverage allows its customer base access to a vast physical logistics network, supported by a center-of-excellence culture in all major locations. This model allows its 4PL customers to scale up and down across all major regions and countries, offering huge flexibility and agility in its product offering.

- **Sales execution:** Maersk is viewed as a global leader within the global ocean freight market. Its investment and acquisitions in landside logistics and supply chain technologies have further strengthened its development toward establishing a fully integrated logistics offering for its customers, providing more digitally enabled end-to-end logistics services.

- **Business model:** Maersk is working with Accenture to develop Maersk's business model roadmap from 4PL integrator to end-to-end supply chain as a service partner by integrating niche and highly specialized supply chain capabilities from this strategic external service provider.

Cautions

- **Marketing strategy:** Maersk's supply chain integrator strategy remains heavily weighted on the organization's ability to generate revenue through its ocean freight segment. Its air freight, transport and contract logistics footprint significantly trails many of its peers evaluated in this Magic Quadrant.

- **Vertical/industry strategy:** In developing an end-to-end digitally enabled supply-chain-as-a-service strategy, Maersk has been left unbalanced on its alignment to specific industry verticals, with restricted products and services catering to specific industry requirements that are rapidly adopting 4PL models, like chemicals, oil and gas, and pharmaceutical.

- **Innovation:** While Maersk customers report that the company's pace of adopting innovation is excellent, they also report mixed feelings over its integration capabilities, together with data and analytics. This may reflect some of the digital challenges Maersk faces in developing an end-to-end digital offering to fully support its end-to-end supply chain integrator offering.

Argus Logistics

Argus Logistics is a Niche Player in this Magic Quadrant. Headquartered in Michigan, U.S., Argus was established in 1992 as a managed transportation and supply chain solutions provider. Argus employs approximately 196 people across offices in North America, Latin America and India to deliver its global 4PL solutions. Argus caters its 4PL service and solution offering to midsize enterprises across a wide range of industry verticals. Argus Logistics' proprietary transport management system, combined with its suite of multimodal solutions, delivers an integrated solution with visibility across the supply chain. Argus' Full Platform Logistics Management offers a client-focused 4PL service with comprehensive strategies to optimize all modes of transportation, driving efficiencies and cost savings across clients' supply chains.

Strengths

- **Product/service strategy:** Argus delivers a full-service 4PL solution across diverse industry verticals by leveraging a comprehensive TMS platform, extensive carrier network, freight bill audit, and pay and compliance services. This enables a tailored, full-service logistics offering for a wide array of industries.

- **Market responsiveness:** Argus demonstrates a close connection to its customers via a strong account management and continuous improvement program that reflects the customers' changing and demanding needs. It delivers these programs via robust and standardized operational frameworks that offer value transparency to its clients.

- **Market understanding:** Argus blends strong operational delivery of its transport and logistics services through a neutral carrier base that is consolidated through a full-service cloud-based transport technology platform, ensuring full transparency of service.

Cautions

- **Offering strategy:** Argus Logistics' strategy is heavily dependent on the organization's ability to generate revenue through its strong background in managed transport services.

The company may struggle to deliver the same level of service delivery across all logistics offerings, like ocean, air and contract logistics.

- **Marketing execution:** Argus is able to deliver a 4PL product and service that caters to a wide range of industry segments, reflecting a more generalized approach to its markets. As a result, it may struggle to cater to the very niche requirements of the industry verticals it looks to serve.

- **Geographic strategy:** Some customers may struggle to scale across international borders with Argus Logistics, since the delivery of the company's core services is centered around North America. This may impact Argus' ability to scale in Europe and Asia/Pacific.

Arvato

Arvato is a Leader in this Magic Quadrant. Headquartered in Gutersloh, Germany, Arvato is one of the eight divisions of parent company Bertelsmann and has been trading under this name since 1999. Arvato is an IT- and technology-driven 4PL that operates nearly 3 million square miles (around 30 million square feet) of warehouse space spread over 99 sites in 17 countries, and employs 18,000 team members. It serves clients in an array of verticals, including healthcare, lifestyle and sports, beauty and luxury, large-scale fashion, publishing, and technology. Arvato invests heavily in technology across all of its global locations, with its distribution centers and sites ranging from low to high automation to serve the needs of its customers by reducing labor dependency and delivering scalable solutions.

Strengths

- **Offering (product) strategy:** As a 4PL, Arvato excels at expanding its offerings both in logistics and horizontally across the extended supply chain. For example, in line with its sustainability strategy, this progressive 4PL offers a circular economy value proposition focused on the return, repair and repurposing of goods and products at the end of their initial life cycle.

- **Product or service:** Arvato combines its in-house services and infrastructure with those it sources from third-party service providers and customer appointment vendors that it manages. This enables Arvato to create customer-tailored solutions that leverage the full portfolio of core and extended 4PL services and value-added activities.

- **Innovation:** Fifty percent of customers said that Arvato's innovation was very good or excellent. This leading 4PL has demonstrable capabilities in creating and executing new and innovative solutions. For example, Arvato was at the forefront of developing value-added activities such as assembly, personalization and circular repurposing on behalf of its customers.

Cautions

- **Operations:** Arvato's rapid expansion and customer acquisition have exposed lapses in operational execution and service delivery in some areas. While 80% of customers said Arvato's account management was very good, the 4PL's ability to scale its services to accommodate customer growth and expansion requires some continuous focus and further investment.

- **Sales execution:** Conventional pricing models typically associated with 4PLs, such as transaction-based and open book, are readily available from Arvato. This 4PL must adopt more outcome-based commercial models, such as gain-sharing and profit-sharing mechanisms. These reward effort and innovation rather than task and transaction execution.

- **Customer experience:** Customers of Arvato said that they are satisfied or completely satisfied with the 4PL's service. One component of the service that requires further enhancement is data analytics, which customers typically see as a highly valued and important attribute of a leading 4PL.

C.H. Robinson

C.H. Robinson is a Leader in this Magic Quadrant. Headquartered in Minnesota, U.S., C.H. Robinson operates a globally integrated network of more than 250 offices with nearly 14,000 supply chain associates. Its Managed Solutions team runs eight 4PL centers of excellence across North and South America, Europe, and Asia. The top three verticals it serves are automotive, consumer packaged goods (CPG) and industrial. Its proprietary technology platform operates across all C.H. Robinson divisions, connecting more than 540,000 customers and carriers. This architecture has allowed C.H. Robinson to develop its Always-on Logistics Planner (AOLP), which serves as an embedded orchestration layer using agentic AI to automate tasks across the end-to-end life cycle of a shipment, from quotes to delivery.

Strengths

- **Innovation:** Being innovative is a core capability of a leading 4PL. Three-quarters of C.H. Robinson's customers said that this 4PL is very good at identifying and adopting the latest innovations, as illustrated by its AOLP, which uses agentic AI to orchestrate and automate tasks across the end-to-end life cycle of each shipment.

- **Offering (product) strategy:** The business has worked hard to understand and align its service offerings with the changing needs of its customers and this market. This is illustrated by its ability to enhance its strong managed transportation capability with more value-added 4PL services such as network optimization, process automation and data analytics.

- **Operations:** C.H. Robinson is a high performer in delivering day-to-day activities encompassed by its 4PL service. Its network of control towers creates a framework through which it delivers operational execution, gathers data, provides visibility, and enables analytics and proactive exception management that responds to, and anticipates, delays in the movement of goods and shipments.

Cautions

- **Customer experience:** Some customer feedback said that C.H. Robinson's overall performance was either very good or excellent, though 50% of customers felt it was just acceptable. There is more work for C.H. Robinson to do in uplifting customer satisfaction and applying excellent customer service across all of its client constituents.

- **Overall viability:** C.H. Robinson is a business that generates gross revenue of around $18 billion per year, with activities and service offerings in almost every area of the logistics industry. The 4PL component represents less than 5% of that gross annual revenue, predominantly generated in the NAM truckload sector. This presents scope for expansion, but possible limits on future investment.

- **Geographic strategy:** In some regions, such as North America and Europe, C.H. Robinson has a well-established and mature business, and continues to benefit from its leading customer base. This 4PL may prefer to focus on growing business in established regions; however, it also needs to expand into emerging markets where demand for 4PL services is increasing.

DHL Supply Chain

DHL Supply Chain is a Leader in this Magic Quadrant. Headquartered in Bonn, Germany, DHL Supply Chain is a division of Deutsche Post DHL Group and operates as part of the broader DHL network. DHL Supply Chain, which provides lead logistics provider (LLP) solutions, employs about 188,000 supply chain professionals across 1,300 warehouses in more than 50 countries. It orchestrates supply chains for clients in an array of verticals: automotive, engineering, manufacturing, chemical and energy (AEMCE), as well as consumer, retail, technology, service logistics, life sciences, and healthcare. DHL's fourth-generation AI-enabled control tower operation, digital twins and supply chain management technologies underpin its Total Logistics Cost Management (TLCM) solution. That solution uses data and embedded AI within an integrated platform and database to generate insights as a service.

Strengths

- **Product or service:** DHL customers report that they are either satisfied or completely satisfied with their 4PL service. DHL provides comprehensive product offerings across all areas of logistics, including warehousing, air and ocean transport, real estate, packaging, multimodal, e-commerce, returns management, and digital freight networks. These offerings enable clients to reliably outsource to a 4PL organization that is seen as a leader across each category.

- **Business model:** DHL operational delivery focuses on a customer-centric approach to technology and innovation that is delivered via its fourth-generation control tower functions. This allows DHL to focus on adding value across all transport modes, warehouses and value-added services, using data analytics and AI to deliver TLCM.

- **Offering (product) strategy:** With more than €5 billion of spend under management within its 4PL operation, DHL offers a global economy of scale across one of the world's largest and most respected logistics companies. Access to the extensive range of products, services and capabilities across the group offers clients an opportunity to rapidly scale their own business and capabilities using the DHL network and others.

Cautions

- **Market understanding:** Larger organizations are often drawn to DHL's extensive size and global reach, while DHL's 4PL product and service offerings can sometimes be seen as too complex and rigid for midsize customers, making it challenging for DHL to address this part of the market.

- **Sales strategy:** DHL falls behind some of its peers on acquisition of new small or midsize customers within the 4PL market, which reflects the high level of competition within this segment. Its size may be a barrier for the growing midmarket segment, who are now onboarding 4PL solutions.

- **Sales execution/pricing:** DHL's growth from both its existing and new 4PL clients was below average, compared with other vendors evaluated in this Magic Quadrant. That suggests some capabilities didn't meet expectations. Its traditional 3PL-style approach to account implementation and account management (small, medium, large enterprise) may be less appealing for some organizations in this segment.

DSV

DSV is a Niche Player in this Magic Quadrant. Headquartered in Hovedstaden, Denmark, DSV is a global freight forwarding, contract and integrated logistics provider that manages a diverse set of worldwide supply chain solutions. DSV recently finalized the merger and acquisition of DB Schenker from Deutsche Bahn, which combines both companies' lead logistics services into a single offering. DSV offers solutions and expertise in key verticals (automotive, consumer, healthcare, industrial and technology). It operates in more than 80 countries with 160,000 employees, generating revenue of more than €40 billion, managing 2.4 million air freight tons, 4.5 million TEU in ocean freight, €13 billion of road freight and more than 17.5 million square meters of warehouse space.

Strengths

- **Offering (product) strategy:** DSV has managed to combine its position as a global leader for air and ocean freight, road transport, and logistics solutions with a modular-based 4PL concept. This allows DSV to effectively integrate varying customer sizes and maturity into its technical and product architecture.

- **Overall viability:** DSV has been offering 4PL solutions to its clients as a blended service, using capabilities gained as part of the UTi Worldwide integration and has recently integrated DB Schenker's lead logistics offering into its portfolio. This diverse range of solutions and service types from across these logistics companies are integrated under DSV Lead Logistics to create a single 4PL service offering using an integrated best-of-breed solution. It has created a unique and robust offering with broad coverage and large service catalog.

- **Geographic strategy:** DSV already had extensive network coverage across North America, Europe and Asia/Pacific. With the recent integration of DB Schenker, its global network will expand considerably to create one of the largest global logistics networks. From this, DSV can support the rapid geographic growth and scale of its 4PL service offering for its customers.

Cautions

- **Vertical/industry strategy:** DSV's 4PL offering lacks the clear and segmented industry focus of its competitors, which may restrict its ability to attract customers from growing 4PL industry segments like CPG, life sciences, oil and gas, and renewable energy sectors.
- **Marketing strategy:** DSV's 4PL marketing strategy is embedded in the DSV corporate marketing strategy, and while the 3PL business has been the primary focus in recent years, this has limited its 4PL market exposure, restricting DSV from being seen as a service provider synonymous with 4PL.
- **Marketing execution:** The limited focus on driving marketing campaigns around the DSV 4PL products within restricted channels may lead to missed appeal and growth opportunities across their key 4PL industries served like pharma, automotive, industrial and retail.

GEODIS

GEODIS is a Leader in this Magic Quadrant. GEODIS is owned by SNCF Group and headquartered in Levallois-Perret, France, and is a global provider of transportation, warehousing, global logistics, and supply chain solutions. The Supply Chain Optimization (SCO) business operates globally, with a workforce of about 1,020 employees offering services to a wide range of verticals, including industrial, high tech, aerospace and defence, automotive, retail, FMCG, and healthcare. GEODIS SCO operates a dedicated engineer program by electing a person solely responsible for the delivery of value to each customer's supply chain through integrated solutions like its digital supply chain twin.

Strengths

- **Offering (product) strategy:** Almost 90% of customers report being satisfied overall with the GEODIS 4PL service. This overall satisfaction rate may reflect the company's investment in developing extended capability into its service catalog via external supply chain vendors like Coupa, Shippeo and Kinaxis.
- **Product or service:** GEODIS has developed a 4PL product strategy that truly delivers a neutral service offering, seamlessly blending the management of outsourced logistics activities with those controlled within its own network. GEODIS has developed a digital service offering that orchestrates across this landscape to add value to its customer base in areas such as network optimization, risk management and continuous improvement.

- **Sales execution:** GEODIS’ 4PL value delivery and commercial model is strongly built upon the principles of gain-sharing models, which reward on the total value generated to its client rather than margin-based pricing. This commercial model allows GEODIS and its clients to be focused on joint collaboration efforts and provides full transparency to its clients on the value generated by GEODIS’ 4PL model.

Cautions

- **Marketing strategy:** Similar to some of its 3PL peers, GEODIS benefits from significant size and dominance in the market, supported by its parent company SNCF Group, a multimodal rail operator. However, its 4PL offering, GEODIS SCO, appears underutilized and lacks sufficient exposure and development, which may limit its reach to a broader audience.

- **Market understanding:** GEODIS has a broad range of customized products and services tailored to key industry verticals. However, the GEODIS integrated technology solution, while in development, appears to be behind the leaders in the market on offering the highly sought-after solutions enabled by data and analytics, machine learning and AI.

- **Sales strategy:** GEODIS’ current visibility in the global 4PL market remains lower than its peers in this Magic Quadrant. This may represent a period of consolidation for GEODIS as it refines its external customer messaging around its 4PL service.This may limit its levels of new customer acquisition in its target industry verticals.

HAVI

HAVI is a Challenger in this Magic Quadrant. Headquartered in Chicago, Illinois, U.S., HAVI is a global supply chain and logistics company serving the food, convenience and healthcare industry. HAVI is specializing in managing warehousing, planning, and logistics for retailers, quick-service restaurants, food service providers, hospitals and other outlets across Europe, Asia and North America. Established in 1974, the company employs 7,500 workers globally across 70 distribution centers in 29 markets. HAVI’s Global Business Services (GBS) organization includes control towers in Duisburg, Germany, which lead corporate and strategic capabilities, and in Krakow, Poland, which houses its Transaction and Expertise Center. HAVI’s Technology Hub in Lisbon, Portugal drives digital enablement and innovation. HAVI’s core 4PL services are arranged across freight management, distribution and warehousing, planning and analytics, and waste and recycling, supported by integrated data, visibility, and performance tools that enhance end-to-end efficiency for its customers.

HAVI declined requests for supplemental information. Gartner's analysis is therefore based on other credible sources.

Strengths

- **Product or service:** HAVI brings together one of the most complete end-to-end 4PL ecosystems in the food sector. It combines an expansive network of physical assets and global infrastructure with specialized talent and advanced digital tools enabling integrated visibility, data intelligence, and a scalable 4PL solution.

- **Customer experience:** Customer feedback shows HAVI's performance as a trusted and responsive 4PL partner was either very good or excellent. Other bright spots from customer feedback rated account management, customer service support, and sales experience as either very good or excellent.

- **Sales execution/pricing:** While, according to customers, HAVI's cost-to-value ratio is either acceptable or very good, more than three-quarters said the effectiveness of HAVI's commercial structures was either very good or excellent. This illustrates the flexibility and adaptability HAVI applies to its commercial offerings and frameworks, ensuring it delivers on outcomes rather than transactions.

Cautions

- **Market understanding:** Customer feedback on HAVI's innovation, technology deployment and implementation, and ease of change was mixed. This creates an opportunity for HAVI to better communicate its technology deployment, and change its agenda more clearly so that customers understand how the company is shaping the future of 4PL.

- **Offering (product) strategy:** HAVI must strengthen the link between its service development plans and evolving customer needs. A more direct correlation between its innovation roadmap and how current investments connect to future requirements will enable customers to better understand the breadth and depth of HAVI's capabilities.

- **Sales strategy:** HAVI's deep expertise in its core verticals could be better contextualized, and in a more targeted way, applied to benefit prospective customers in adjacent industries. Companies seeking long-term strategic partnerships would help HAVI extend its reach and unlock additional value in new segments.

Kuehne + Nagel

Kuehne+Nagel (K+N) is a Leader in this Magic Quadrant. Headquartered in Schindellegi, Switzerland, K+N is one of the world's largest providers of non-asset-based logistics services. It operates in almost 100 countries and employs more than 80,000 people worldwide across 1,300 locations. Its integrated logistics service division utilizes a unified 4PL technology platform, ControLOG, to coordinate more than 40 technology partners and deliver comprehensive end-to-end supply chain orchestration. Integrated Logistics employs more than 800 supply chain professionals across six regional control towers globally that connect more than 600 operating partners. Through multiple partnerships with companies such as Lyric, K+N is deploying AI solutions across its integrated logistics platform to offer a unified platform for modeling and planning logistics networks in real time.

Strengths

- **Vertical/industry strategy:** K+N has a robust and deliberate industry portfolio strategy that is focusing the delivery of 4PL capabilities into industry-specific solutions. These include patient-centric strategies in pharma and lifesciences, tech-centric strategies in manufacturing and engineering, and consumer-centric strategies for global consumer companies.

- **Product or service:** More than 50% of customers report that they are completely satisfied with K+N's overall service. The company has a comprehensive and mature service offering across the 4PL range of products and services, which now extends into demand and supply planning services and real-time network modeling.

- **Operations**: All K+N customers surveyed as part of this Magic Quadrant have reported very-good-to-excellent feedback on K+N's 4PL core operations in freight and transport management, along with technology solutions. K+N's position within the 3PL market segment is carried across to its 4PL operations.

Cautions

- **Overall viability:** The size of K+N's 4PL operations and organization may be viewed as a barrier to attracting small and midsize businesses, as it is seen as an option for larger organizations. Scalability of solutions to service the small-to-midsize market may be a challenge as K+N continues to segment and customize its service portfolio.

- **Marketing strategy:** For many customers, K+N is synonymous with a 3PL player highly dominant in the ocean-freight market. This traditional view of K+N, along with its strong market presence in Europe, may be a barrier to RFQ inclusion. K+N may benefit from improved visibility of its capabilities across emerging and growth industries like chemicals and renewable energies.

- **Sales strategy:** K+N has a lower-than-average client attrition rate than some of its competitors in the 4PL market, which may reflect relatively high pricing for premium service offerings. As cost optimization continues to be a key consideration for customers, K+N must be careful to maintain its premium services while remaining competitive.

Martin-Brower

Martin Brower is a Challenger in this Magic Quadrant. It’s headquartered in Chicago, Illinois, U.S., and is one of the largest logistics and supply chain service providers to multiunit restaurants globally. The company delivers more than 730 million cases of products annually across 78 facilities to more than 26,000 customer locations. Martin Brower operates in 18 countries, employing about 14,000 people. Martin Brower’s technology and solution focus heavily on cognitive and advanced planning and forecasting skills that drive and deliver efficiency across the entire supply chain. Doing so balances highly skilled expertise and AI and the learning of 200+ influencing factors to enable end-to-end constraint planning via the Martin Brower platform.

Strengths

- **Customer experience:** Customers rated Martin Brower’s overall 4PL performance as very good or excellent. To further illustrate the level of customer satisfaction, Martin Brower was rated very good and excellent in the effectiveness of commercial structure and 90% of customers said that they were likely or highly likely to recommend Martin Brower’s 4PL services to others.

- **Operations:** Martin Brower’s operational capabilities extend beyond logistics services. This 4PL integrates good planning data in operational decision making to ensure customer fulfillment is both on time and cost-effective. By applying consistent and reliable KPIs, Martin Brower can demonstrate the trade-offs between service excellence and sustainable cost optimization.

- **Product or service:** The combination of asset-based logistics services, which support around 80% of physical activities and its 4PL end-to-end process management, allows Martin Brower to adapt quickly to disruptions. This also creates increased flexibility, combining owned infrastructure with that provided by third-party carriers and other service providers.

Cautions

- **Sales strategy:** Similar to other 4PL peers that have long-established and deep expertise in certain vertical industries, Martin Brower must diversify into other adjacent industries where it can leverage that expertise and specialist infrastructure. Customers outside of the food services sector may not see this challenger 4PL as an obvious fit for their needs.

- **Vertical/industry strategy:** Martin Brower's narrow sales strategy has resulted in a one-dimensional client base. This 4PL must be more ambitious in its pursuit of new clients outside of its traditional vertical industry and seek to align its infrastructure and capabilities with industries such as life sciences and high tech.

- **Geographic strategy:** Similar to its limited vertical industry strategy, to become a leader and truly manage end-to-end global supply chains, Martin Brower must expand outside of its current geographic footprint. Research shows that demand for 4PL services is increasing beyond conventionally strong regions of North America and Europe. Customers in Asia/Pacific would be better served by other 4PLs.

Odyssey Logistics & Technology

Odyssey Logistics & Technology is a Niche Player in this Magic Quadrant. It is a privately held company headquartered in Charlotte, North Carolina, U.S., and provides managed transportation, intermodal, marine, warehouse and trucking services. The company is well-known for bulk transportation services in chemical logistics and hazardous/nonhazardous materials shipping, although its services are now deployed across a wide range of industry verticals from its 82 global locations and 2,000-strong workforce. The Odyssey team has invested heavily in creating a web-based global supply chain platform with an advanced TMS at its core to drive actionable data and insight for its customers using the power of AI.

Strengths

- **Sales execution/pricing:** Odyssey provides flexible commercial frameworks, including management fee structures, activity-based costing, and traditional margin models based on freight rates and carrier costs. The company aligns the commercial model to the needs of the customer, but also allows those customers to change commercial models based on the variable needs of the business and service.

- **Market responsiveness:** This 4PL is a specialist in the chemicals and industrial manufacturing sector and its alignment to the needs of companies in these industries is very good. Because of its deep knowledge and expertise, Odyssey anticipates challenges faced by its customers, such as sustainability, health and safety and environmental impacts.

- **Operations:** Odyssey leverages its own infrastructure to execute around 50% of the movement of customer shipments and materials. This enables the specialist 4PL to effectively measure and enhance the performance of third-party logistics providers and carriers. As a result, both its own customers and others utilizing the same carriers and 3PLs benefit from improved service quality.

Cautions

- **Geographic strategy:** An apparent lack of global geographic expansion remains a challenge for Odyssey. While this specialist 4PL service provider is present in 82 locations, Odyssey´s geographic strategy for its 4PL business trails behind its competitors, particularly those outside of the North American and European region.

- **Sales strategy:** Odyssey´s focus on certain industry verticals is constraining its growth and expansion. The business must implement a sales strategy that leverages its expertise and service offerings to other vertical industries. Customers not in the chemicals and industrial manufacturing sectors may not see this 4PL as a viable partner or benefit from its upstream supply chain and logistics activities.

- **Customer experience:** Customer feedback points to Odyssey´s lagging investments in technology, service offerings and talent, which have been limited over the past few years. This has resulted in a growing gap between its service offerings and those available from its peers and competitors. Customers must test these capabilities to ensure they meet their needs.

Redwood Logistics

Redwood Logistics is a Visionary in this Magic Quadrant. Redwood was founded in 2001 and is a modern 4PL provider headquartered in Chicago, Illinois, U.S. Its offerings include digital freight brokerage, flexible freight management and supply chain integration services through RedwoodConnect. Redwood employs about 1,000 associates, roughly half of whom specialize in logistics operations and management, while the other half focuses on supply chain technology and digital solutions. RedwoodConnect is its technology platform, which unifies partners and logistics execution in an open platform that can be used to connect unlimited logistics and supply chain partners with seamless integrations, creating a flexible and agile data environment.

Strengths

- **Product or service:** Redwood is one of the most digitally led and technologically literate 4PLs in this Magic Quadrant. This 4PL has demonstrated how its foundational and easy-to-integrate technology framework enables operational execution and value-added capabilities such as intelligence gathering, data analytics and tech composability (“bring your own”), making the service highly customizable.
- **Operations:** This digital-first approach does not minimize the importance of Redwood´s team and human resources. What it does illustrate is how the 4PL increases operational productivity by removing waste, challenging process inefficiencies, and focusing its highly talented team on value-adding and customer-facing activities.
- **Market responsiveness:** Redwood´s ability to sense and predict the future of the 4PL market is impressive; 100% of its customers rate its innovation capability as excellent. This has enabled the 4PL to not only anticipate customers’ future needs, but also to shape the future direction of the 4PL market.

Cautions

- **Overall viability:** More than 75% of Redwood´s revenue is generated from its 4PL services, enabling the business to focus on its value proposition. However, unlike some of its larger and more diversified peers, this reliance on 4PL revenue may constrain its ability to invest in innovation and expand its geographic coverage.
- **Geographic strategy:** Redwood’s current geographic footprint may hinder its progress to becoming a global 4PL leader. Companies are seeking 4PL partners that can support services across different regions. Redwood may have ample opportunities to expand its business in North America; however, other regions, such as Europe, present greater potential for growth and expansion.
- **Sales strategy:** Sometimes the depth of knowledge and pride that Redwood has in its technological innovation becomes an all-encompassing value proposition. Customers considering the services of this visionary 4PL need to directly connect its digital innovation to its sales strategy and better understand how that capability drives demonstrable benefits now and in the future.

RXO

RXO is a Leader in this Magic Quadrant. It's headquartered in Charlotte, North Carolina, U.S., and has been delivering technology enabled brokerage, managed transportation, global forwarding and last-mile logistics as an independent business since November 2022. RXO previously operated as a unified brand under its parent company XPO. In 2024, the company completed an acquisition of Coyote Logistics from UPS and today employs more than 9,500 employees across 198 locations worldwide. RXO deploys its 4PL solutions through three primary service categories: capacity solutions, middle- and last-mile services, and managed services. RXO covers a diversified range of industries, with key verticals including retail/e-commerce, industrial manufacturing, food and beverage, and automotive supplies. It also serves sectors like home building supplies and CPG.

Strengths

- **Innovation:** More than 50% of customers rank RXO's pace of innovation across its 4PL as very good. RXO was awarded with a Top Software & Tech award in 2024 for its rollout of "visual AI tech at gate check-in," which automates container and trailer inspections, loading tolerances and documentation. Subsequently, RXO has continued to invest in AI in areas such as risk mitigation to maintain operational continuity and reduce costs. In October 2025, RXO was named in FreightWaves' FreightTech 25 list.

- **Market responsiveness:** RXO's heavy investment and focus on continuous improvement initiatives as part of its customer value proposition in areas such as network optimization, carrier performance management and predictive analytics reflects its responsiveness to market trends. This approach is further enhanced by RXO's technology integration platform RXO Connect, which streamlines integrations and data flows across fragmented systems; clients report that it delivers an excellent integration experience.

- **Operations:** RXO's customers rank it between very good and excellent across all of its 4PL operations, including freight and transport management, warehouse, and distribution and purchase order management.

Cautions

- **Product strategy:** RXO focuses its 4PL coverage primarily on logistics and transport-related activities and capabilities. Some customers may struggle to access more advanced supply chain capabilities, like enterprise planning.

- **Geographic strategy:** RXO has developed its 4PL service from its roots in managed transportation service provision across North America. Because of this, its network and customer base across Europe and Asia/Pacific falls short of other providers in this Magic Quadrant. This may be a barrier for some customers looking for a more regionally agnostic 4PL provider.

- **Overall viability:** RXO has a lineage of 4PL services dating back to 2005, when 4PL provider Menlo was founded. The size of the 4PL operational revenue within RXO's broader revenue numbers is quite small, which may restrict investment and focus within the group.

Uber Freight

Uber Freight is a Visionary in this Magic Quadrant. The company was incorporated in 2016 and is headquartered in North America, with service offerings across the U.S., Canada, Mexico, and Europe. It has close to 5,000 employees, with more than 2,000 employed in 4PL and has been offering those services since 2000 as part of the acquisition of Transplace in 2021. Uber Freight's 4PL services comprises managed transportation services, transportation management system (Uber Freight TMS) transportation network services (TNS) and Uber Freight Exchange. Uber Freight TMS is the primary technology offering that provides planning, execution, settlement and control tower capabilities.

Strengths

- **Innovation:** As a subsidiary of Uber, the company inherited an ethos of disruption, innovation and long-term tech investment. This shapes its approach by focusing on ongoing development of modern, intelligent transport solutions that scale with the evolving needs of customers and the broader market. Uber Freight allocates a significant portion of its annual budget to R&D and product innovation.

- **Offering (product) strategy:** Uber Freight's use of data helps steer and design its product offerings in real time, using customer data to design and evolve 4PL services that deliver measurable improvements in cost, service and operational efficiency. It aggregates data from TMS, ERP, WMS and real-time market signals to create a diagnostic view of each customer's performance outcomes, benchmarking them against peer-based standards and high-performing network patterns.

- **Marketing execution:** Uber uses a wide range of advanced techniques to effectively deploy its 4PL marketing. It employs pipeline metrics that connect marketing to sales outcomes and AI-driven analysis of sales call and digital engagement to get messaging clarity, as well as market definition to fuel rapid campaign optimizations.

Cautions

- **Geographic strategy:** Uber has 23 strategically located 4PL offices, 22 based across key North American hubs and one in the Netherlands. Its geographic strategy points to expansion across Europe, but as yet does not extend into Asia, which may restrict the target audience from customers in this region and the further development of products aligned to this region.

- **Marketing strategy:** While the Uber brand is globally recognized and adopted, the Uber Freight brand is relatively unknown within freight and logistics circles. This may be in part due to the execution of its marketing strategy, which relies on more traditional methods of deployment such as in-person events, content marketing and account-based marketing.

- **Sales strategy:** Uber Freight's sales strategy is not as aligned with traditional freight forwarding products and services as other vendors in the Magic Quadrant, which may be a barrier to longer-term growth and expansion within a customer's business.

Unilog

Unilog is a Challenger in this Magic Quadrant. Headquartered in Lynbrook, New York, U.S., Unilog is the supply chain services division of parent company International Cargo Logistics (ICL Global). Unilog was established in 2016 and operates from more than 200 sites through a network of local and regional control towers. Unilog serves industry verticals such as high tech, printing, cyberdefense, medical equipment, telecommunications, automotive, semiconductors and data centers, among others. Logivice is the Unilog cloud-based AI-driven supply chain orchestration platform that digitizes across the supply chain, focusing on data integrity/accuracy and automation.

Strengths

- **Product or service:** This non-asset-based 4PL — 97% of its operational activities are executed by third-party providers — selects the best carriers and service providers to support and deliver customer solutions. Unilog aligns functional decisions so that it can orchestrate the end-to-end supply chains of organizations, from the sourcing and procurement of materials through to customer fulfillment.

- **Operations:** Overseeing the operations of third parties is an area where this 4PL excels. In fact, customer feedback said that the service integration and 3PL ecosystems integration were either very good or excellent. Furthermore, Unilog´s disruption management abilities received an excellent rating from 100% of customers surveyed.

- **Market responsiveness:** That 100% excellent customer rating in disruption management speaks to Unilog's ability to adapt to market changes and customer needs. The high degree of service customization that this 4PL applies to individual solutions requires a close partnership with its customers and service providers.

Cautions

- **Overall viability:** The 4PL business of Unilog comprises nearly 50% of the company´s annual turnover. But Unilog does not have the diverse resources of some of its competitors, which may constrain its expansion, and its ability to invest and support the implementation of new customers and service offerings.
- **Geographic strategy:** Unilog´s global footprint extends to North America, Asia/Pacific, Europe and the Middle East. The business says that its geographic strategy is focused on deepening its presence in established markets. Customers outside of these regions and where demand for 4PL services is increasing — for example, in Latin America — may be better supported by other 4PLs.
- **Sales strategy:** Unilog does not currently support all vertical industries where demand for 4PL is increasing, such as pharmaceuticals and the alternative energy sectors. Medium-sized enterprises from these verticals may not consider Unilog as a viable option for 4PL services or be prepared to enter into long-term partnerships.

UPS Supply Chain Solutions

United Parcel Service (UPS) is a Challenger in this Magic Quadrant. It's headquartered in Atlanta, Georgia, U.S., and operates in more than 220 countries, employing more than 500,000 people. UPS Supply Chain Solutions (SCS), a division of UPS, promotes a collaborative LLP solution that connects the links of a customer's supply chain through a single data source. UPS SCS manages both inbound and outbound shipping for clients using a cloud-based TMS and leverages its global transportation and distribution networks. Its TMS platform is integrated with its WMS to manage inventory flow throughout its network. The UPS Supply Chain Symphony digital supply chain orchestration platform provides complete, end-to-end supply chain visibility, analytics and collaborative execution.

UPS SCS did not respond to requests for supplemental information or to review the draft contents of this document. Gartner's analysis is therefore based on other credible sources.

Strengths

- **Product or service:** UPS SCS offers a broad portfolio of services across ocean, air, transport and technology. UPS has been able to develop highly specialized services, like the UPS healthcare offering, an end-to-end integrated supply chain solution for this industry vertical. Its network of services is linked via its technology platform, UPS Supply Chain Symphony.

- **Overall viability:** UPS stands as one of the world's largest integrated logistics networks, with a strong history in delivering supply chain solutions to its customers. This global capability provides the backbone to UPS supply chain solutions, which can draw on its product and service capabilities, along with its network and customer base.

- **Market responsiveness:** In response to global demands for faster and more efficient data and process flows, UPS SCS implemented CargoWise. This has improved the speed and quality of data processing on which UPS SCS' technology platforms operate, allowing for faster and improved customer visibility and milestone management.

Cautions

- **Sales strategy:** UPS SCS appears to have an identity crisis as it struggles to clearly differentiate itself as an express integrator, 3PL or 4PL. This lack of clarity in the marketplace, along with their relatively low exposure in Europe and Asia/Pacific, creates customer confusion.

- **Innovation:** UPS SCS has invested in automation, robotics, SaaS ecosystems and visibility, harnessing AI. But these innovative solutions do not appear to have been scaled across its business and network. Customers may struggle to discover these solutions across the less mature geographical locations in the UPS network, like Europe and Asia/Pacific.

- **Business model:** The UPS SCS offering has poor visibility and transparency across the 4PL market, as well as a wide range of industry verticals outside of the healthcare sector. Clients may need to work harder to unlock some of the benefits of their 4PL within their global offering to gain more value.

Inclusion and Exclusion Criteria

To qualify for inclusion, providers need to meet the following four criteria:

1. Market and offer to sell as a single, stand-alone solution that our clients expect from a 4PL service provider, which is a solution that supports the following mandatory 4PL capabilities **(Product/service capability):**

- Freight and transport management.
- Warehouse and distribution management.
- Purchase order and shipment management.
- Freight and order visibility.
- Process integration and automation.
- Data analytics and reporting and visualization tools.
- Performance management solution.
- Control tower operating models.

All products must have been generally available and sold since 1 January 2024 **(Tenure in 4PL market)**.

Additionally, providers must:

2. Have at least 30 active customers (logos) using their 4PL service as a stand-alone service capability for logistics and supply chain orchestration as of 1 January 2024 **(Performance)**.

3. Meet one of the following 4PL vendor revenue criteria (not to include spend under management) **(Performance):**

- Generate at least $1 billion in 2024 from 4PL product and service revenue, **or**
- At least $500 million in 2024 4PL product and service revenue and 10% year-over-year growth when compared to calendar year 2023, **or**
- At least $150 million in 2024 4PL product and service revenue and 15% year-over-year growth when compared to calendar year 2023.

4. Rank in the top 20 of Gartner's Customer Interest Indicator (CII) analysis for 4PL service providers (Gartner to validate/certify).

Honorable Mentions

Several logistics providers were excluded from this Magic Quadrant. These providers did not meet some, or all, of the inclusion qualification criteria for revenue, service diversification and regional diversification. However, these providers may be a good option for organizations looking for regional or industry-specific capabilities.

3SC did not meet the inclusion criteria for revenue to be included in this Magic Quadrant. 3SC is a global supply chain analytics, logistics, and decision intelligence technology provider with headquarters in Amsterdam, Netherlands. The company focuses on the digital transformation of logistics operations through a technology-enabled orchestration layer that provides real-time visibility, exception management, transport and warehouse optimization, and enhanced carrier collaboration. By combining logistics expertise with advanced AI-powered analytics and orchestration capabilities, 3SC aims to provide seamless execution, improved service levels, and a lower cost to serve across the end-to-end logistics value chain.

Allyn International did not meet the inclusion criteria for revenue to be included in this Magic Quadrant. Allyn International is privately held, established in 1992 and headquartered in Fort Myers, Florida, U.S. Its core products include transportation management (both third- and fourth-party logistics), logistics sourcing, supply chain consulting, and tax and trade compliance management.

BridgeNet Solutions did not meet the inclusion criteria for revenue or active customers to be included in this Magic Quadrant. BridgeNet is a 4PL provider owned by PSA Group, a leading global port operator and supply chain partner headquartered in Singapore. PSA Group has a global footprint of more than 70 deep sea, rail and inland terminals, as well as 3PL/4PL organizations, including PSA BDP, a logistics organization in 131 countries supporting global logistics needs. BridgeNet enables end-to-end supply chain orchestration through Xonar, its cloud-based TMS execution and business intelligence (BI) application.

CCL Techlogix Group (formerly CCL Logistics & Technology) did not meet the inclusion criteria for revenue to be included in this Magic Quadrant. Trading since 1999, CCL is a U.K.-based 4PL service provider with multiple locations across the U.K. With over £2.5 billion in customer goods under management, CCL focuses primarily on U.K.- and EU-based organizations with complex supply chains. CCL harnesses proactive customer service teams along with myCCL, its proprietary TMS platform, and a flexible, carrier-agnostic approach to 3PL management.

NFI Industries was not included in this Magic Quadrant due to not ranking in the top 20 of Gartner's CII data. NFI is a fully integrated North American supply chain solutions provider headquartered in Camden, New Jersey, U.S. Privately held by the Brown family since 1932, the company generates over $3.6 billion in annual revenue and employs more than 18,000 associates. NFI offers 4PL solutions with over $2 billion in freight under management, focusing on managing transportation activities with the ability to connect and execute end-to-end supply chain solutions, including warehousing and distribution, dedicated fleet, e-commerce fulfillment, port drayage, intermodal, global logistics, and industrial real estate.

Penske Logistics did not meet the inclusion criteria for revenue to be included in this Magic Quadrant. Penske Logistics is headquartered in Reading, Pennsylvania, U.S. and provides dedicated transportation, warehousing and supply chain management solutions. Penske Logistics operates in nearly 500 locations and employs over 21,000 people in North America and Brazil. Penske Logistics' 4PL/LLP services deliver supply chain solutions that specialize in network design, supply chain optimization and technologies to accelerate supply chain performance.

Sheer Logistics did not meet the inclusion criteria for revenue or active customers to be included in this Magic Quadrant. Sheer Logistics is a modern 4PL provider of logistics and supply chain management solutions focused on the mid-market. Sheer was founded in 2009 and is headquartered in St. Louis, Missouri, U.S., with offices in Chicago, Atlanta, and Laredo, Texas, and additional resources in Mexico, South America, the Philippines and Ukraine. SheerExchange, its proprietary B2B integration platform, streamlines TMS implementations and can be delivered as a service (iPaaS) to facilitate broader trading partner connectivity and technology application integration.

Streamba did not meet the product and service offering and revenue criteria to be included in this Magic Quadrant. Streamba is headquartered in Glasgow, Scotland, and has offices in Europe and the United States. It is a modern 4PL specializing in the energy and oil and gas sectors. Through its proprietary VOR technology platform, Streamba offers integrated visibility, supply chain command and orchestration in a cloud system to manage an open ecosystem of partners.

Yusen Logistics did not meet the inclusion criteria for revenue to be included in this Magic Quadrant. Yusen Logistics, headquartered in Tokyo, Japan, is a subsidiary of Nippon Yusen Kabushiki Kaisha (the NYK Group). Yusen Logistics offers neutral 4PL services through its Supply Chain Solutions (SCS) business. SCS operates a global control tower network, with 10 strategic locations in North America, Europe and Asia, supported by 1,000 dedicated expert employees. As an independent logistics integrator group, the SCS team provides supply chain design and execution for internal or external providers, proactive risk mitigation, and complete end-to-end control and visibility through its custom, in-house-built supply chain technology systems.

Evaluation Criteria

Magic Quadrants are made up of two major axes, Ability to Execute and Completeness of Vision, which have seven and eight subcriteria, respectively. To create a Magic Quadrant that would be valuable to logistics leaders, we developed a definition of what a good preferred global fourth-party logistics provider is in the context of the criteria for the two axes. The detailed list of criteria for each axis and a short description of each criterion are provided below. Within the process of evaluation, analyst assessment of provider-submitted data and vendor briefings, as well as customer feedback in more than 20 key topic areas, are used to assimilate the ratings. Each analyst evaluating the Magic Quadrant for Fourth-Party Logistics participates in hundreds of client interactions in all major global geographies on global logistics, transport and supply chain. Where providers decline to participate and do not submit data or provide vendor briefings, publicly available information is used.

Ability to Execute

Ability to Execute Evaluation Criteria

Evaluation Criteria	*Weighting*
Product or Service	High
Overall Viability	Medium

Evaluation Criteria	*Weighting*
Sales Execution/Pricing	High
Market Responsiveness/Record	High
Marketing Execution	Low
Customer Experience	High
Operations	High

Source: Gartner (December 2025)

Completeness of Vision

Completeness of Vision Evaluation Criteria

Evaluation Criteria	*Weighting*
Market Understanding	High
Marketing Strategy	Low
Sales Strategy	Medium
Offering (Product) Strategy	Medium
Business Model	High
Vertical/Industry Strategy	Low
Innovation	High

Evaluation Criteria	*Weighting*

Source: Gartner (December 2025)

Quadrant Descriptions

Leaders

Leaders rate well on the highly weighted criteria for both Ability to Execute and Completeness of Vision. In Gartner research and analysis, we found that Magic Quadrant Leaders generally represented a greater range and depth of value-added services and are a a higher level of maturity.

This means leading providers have extensive service and technology offerings and infrastructure, which make them available across an expansive global footprint. They understand the market, trends and customer needs, and translate those into well-executed service offerings, further specialized for any number of industries. They are formidable at logistics execution across the service lines and run highly professional, comprehensive logistics businesses.

Leaders also have well-structured strategies and business models to continue to expand their capabilities, regional coverage and industry specialization, and they are adept at offering services for different customer segments. They invest in innovative mechanisms and capabilities to advance the art of logistics in the industry. Leaders are trusted and relied on by many of the largest global corporations to help them execute their worldwide supply chains.

Challengers

Challengers characteristically perform logistics functions exceptionally well on behalf of their customers across a broad spectrum of geographies. However, they usually trail the Leaders in some of the highly rated Completeness of Vision criteria.

For example, they might lack the span-of-service offerings or depth in industry-specialized solutions seen in the Leaders. Although Challengers demonstrate solid performance in today’s logistics industry, they are unlikely to invest in or deliver the same level of innovative solutions as the Leaders. Challengers may not have the clarity and completeness in their strategies for growth to meet global customers' needs.

Visionaries

Visionaries display process, technological or business model innovation, and influence (or will soon influence) the direction of the logistics industry.

They are differentiated due to their deep integration with the client's operations, offering services beyond the traditional scope of logistics. However, they are limited in some of the highly rated Ability to Execute criteria. Typically, their services and market coverage are more specialized, and they are not established on the global stage enough to challenge the leading providers.

Niche Players

Niche Players offer a more limited set of logistics services or operate primarily in a more limited number of regions than their competitors.

Niche Players may have an abundance of services, but don't offer them on a global scale to compete with the Leaders, or as requested by the largest customers. These providers usually demonstrate reduced capabilities when compared with the Challengers and Leaders in at least one of the highly rated criteria, such as industry-specialized services.

However, Niche Players can have a strong performance in some specific areas, such as in regions or individual logistics services.

Context

Logistics leaders have a lot to achieve in the next five years, and they are increasingly turning to 4PL partners to help them. According to the 2025 Gartner Future of Logistics Survey, improving customer experience through more service choices and reducing logistics costs feature among the the top 10 priorities for logistics leaders. [1] 4PL service providers have shifted client engagement, value delivery and governance structures by moving their value propositions beyond transactional execution to become strategic orchestration partners that seek to increase productivity and accelerate logistics and supply chain maturity.

Since 2023, the 4PL market has grown by around 9% annually. According to Gartner´s 2026 Logistics and External Manufacturing Outsourcing Trends Survey, 42% of nearly 220 supply chain leaders already outsource to a 4PL, with a further 35% saying they plan to outsource to a 4PL in the next two years. [2]

Adoption of 4PL is accelerating across almost all industry verticals, including automotive, life sciences, industrial manufacturing and consumer goods. The biggest value drivers of 4PL are:

1. Effectively managing the impact of ongoing disruption and volatility in supply chains.
2. Creating the agile operations companies require to adapt and remain competitive in uncertain times.
3. Increasing the adoption and improves the impact of technology and data within logistics operations.
4. Providing a framework that increases the connectivity and collaboration across the end-to-end supply chain by removing silos and improving the visibility and availability of data.

Logistics leaders looking to leverage and deploy this increasingly popular logistics outsourced operating model can use this Magic Quadrant to understand the market capabilities of 4PL vendors and which providers best serve their own particular requirements.

Market Overview

4PL service providers orchestrate the movement of goods and information by using an integrated set of core technologies and platforms that support data capture and analytics, process and transaction automation, and end-to-end visibility.

The 4PL model is not just for large enterprises. There is more demand for solutions emerging from midsize organizations that seek value in engaging strategic 4PL partners with core logistics capability and extended supply chain expertise. Since 2024, the 4PL market has seen some significant changes.

“As a service” 4PL menu: 4PLs have increased the modularity and composability of services, which customers can select, build upon and deselect as their needs change and develop over time. 4PL partnerships range from self-managed “as a service” type engagements to ones that are hybrid or co-managed, and eventually to fully outsourced options, based on demonstrated value, trust and contract longevity. While cost reduction remains core, coequal goals now include supporting business growth, steering digital transformation and building supply chain resilience.

- Partnerships in specialized competencies: As they move horizontally across the supply chain, 4PLs are considering frontiers beyond even supply chain engagements. This involves partnering with external organizations like consultancy services, contract manufacturers and financial institutions to accelerate their offerings in deep-core capabilities and niche competencies required for both end-to-end supply chain orchestration and broader enterprise services.

Supply chain cost optimization: 4PLs are delivering cost optimization across the extended supply chain. This is an increasingly important differentiator of their value proposition. 4PLs undertake conventional cost reduction — for example, in logistics — negotiating better rates with carriers, increasing consolidation, and reducing fulfillment cycles. In addition, they are effective at cost optimization that addresses network optimization by addressing supply chain misalignment, reducing siloed decision making, removing waste and correcting errors. Specific activities such as process standardization, removal of manual intervention, and reducing management layers that delay decision making and add to overheads and expenditure auditing, are all increasing the appeal of a 4PL partner.

C-suite alignment: The entry point for 4PLs was never really at the procurement organization level. This function tends to be transactional in its approach. 4PLs are quickly shifting beyond the limitations of partnerships with logistics leaders. The solution is now viewed as a strategic supply chain orchestrator, requiring significant commitment on both sides and requiring the sponsorship of, and alignment typically directed toward, the C-suite level, such as the chief supply chain officer (CSCO) and chief financial officer (CFO).

Transformation through advanced capabilities: 4PLs have become transformation partners and enablers by deploying advanced capabilities like network modeling, inventory, and route planning and optimization, using real-time data to facilitate rapid and near-real-time decisions.

- AI and automation: Technology advancements are central to transformation.

- Generative AI is used extensively by 4PLs to drive predictive transport routing solutions, automation in RFQs and spot tendering, exception management, and demand forecasting.

- Agentic AI (agent and bot technology) is being used to automate customer service and standardized internal processes, reserving human intervention for exception management.

- Data aggregation (data as a service): 4PLs are emerging as the middleware solution to facilitate and aggregate complex and fragmented data. This aggregated data can then be mined within data lakes. This "data as a service" approach delivers value to organizations struggling with master data management.

Outcome-based agreements: 4PLs are increasingly taking accountability for specific, mutually agreed-upon deliverables, including business growth. These deliverables encompass defined cost savings, productivity and efficiency improvements, and network optimization projects. This upfront commitment to value targets sets clear, measurable criteria for success that can be tracked throughout contracts. While cost reduction remains core, coequal goals now include supporting business growth, building supply chain resilience and steering digital transformation.

- Incentivization: Successful delivery of these agreed-upon targets is rewarded with an increasing share of business, geographic service extension and increased adoption of supply chain services. 4PLs are commonly incentivized using gain-sharing mechanisms that act as bonus schemes.

Control tower evolution: Control towers are often referred to as the "engines" that drive the 4PL solution and are an important operational and data capture tool of a 4PL. 4PLs are leveraging their control towers to increase horizontal supply chain collaboration. These models allow for end-to-end supply chain process innovation, performance benchmarking and efficiency pooling, leading to 4PL-led optimization initiatives internally with an enterprise and externally across an aggregation of customers. 4PLs continue to use regional control towers to provide real-time end-to-end visibility, manage 3PL performance, and test and adopt AI-enabled processes and activities.

Resilience and agility: The need for organizations to quickly develop risk-mitigating, resilient and agile logistics networks due to global disruptions is another contributing factor to the growth in demand for 4PLs. 4PLs are able to provide better logistics resilience and agility through integrated visibility and control via systems and technology, strategic oversight, risk management and continuous improvement. Governance has evolved to ensure strategic oversight is maintained by the client while maximizing the collaborative and technological expertise of the 4PL.

⊕ Evidence

⊕ Evaluation Criteria Definitions