



# **CONVERGENCE: TRENDS IN 3PL / CUSTOMER RELATIONSHIPS - 2026**

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Armstrong & Associates, Inc. (A&A), founded in 1980, is a leader in Third-Party Logistics (3PL) market research, consulting, and M&A advisory services. A&A has become an internationally recognized key resource for information and consulting in the 3PL market.

A&A's mission is to possess leading proprietary knowledge in supply chain management and market research that is not available anywhere else. Our ongoing commitment to this mission is demonstrated by the frequent citations of A&A's 3PL market research in media articles, publications, and the securities filings of publicly traded 3PL companies. Additionally, A&A's email newsletter currently has over 88,000 subscribers worldwide.

A&A's market research enhances its consulting services by providing continuously updated data for analysis. Leveraging its extensive knowledge of the third-party logistics (3PL) market and the operations of top 3PL providers, A&A has delivered strategic planning consulting to more than 50 3PL companies. Additionally, it has supported 26 completed investment transactions and offered advice to numerous organizations seeking to benchmark their current 3PL operations or outsource logistics functions.

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## Introduction

The global third-party logistics industry has entered a new phase of expansion and transformation. After weathering the turbulence of pandemic-era disruptions, freight market volatility, and persistent inflationary pressures, the 3PL market reached nearly \$1.3 trillion in global revenues in 2025 and is projected to reach approximately \$1.4 trillion by 2026, representing one of the most sustained periods of growth in the industry's history. This expansion is being driven by converging forces: the continued surge in e-commerce fulfillment volumes, the rapid buildout of AI and cloud computing infrastructure, and the growing complexity of global supply chains navigating an era of geopolitical uncertainty and trade policy realignment. As companies face mounting pressure to balance cost efficiency with supply chain resilience, the strategic role of 3PL providers has never been more central to how goods move around the world.

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# Market Research

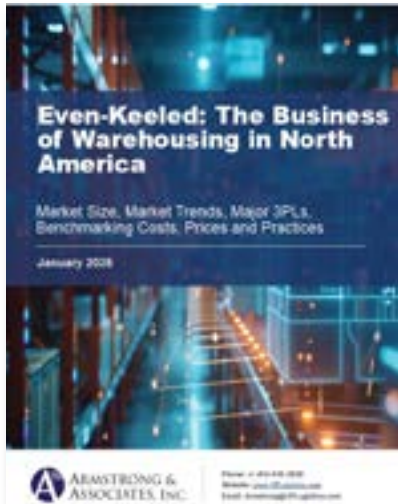
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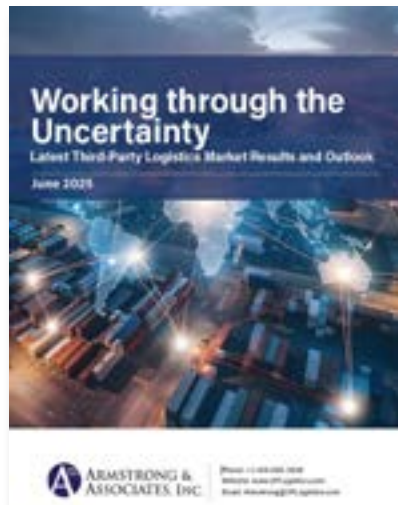
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This in-depth analysis explores the latest trends in the third-party logistics (3PL) industry, detailing its major segments and providing estimates for both the U.S. and global 3PL markets. It also examines the top 50 U.S. and global 3PLs and reviews 3PL mergers and acquisitions (M&A) activity. Additionally, the report includes A&A's lists of the Top 50 Global 3PLs and Top 50 U.S. 3PLs for 2024.

This report is part of A&A's premium market research Expert Information Service (E.I.S.). (Note: This report is downloadable as an Adobe PDF file with a single user license.)



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The study identifies the current market size, growth potential, and outlook, as well as key providers, the customer base, the verticals served, estimated route costs, and average stops by geography. It also examines employment trends and other relevant factors.

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