



2025 State of Procurement Data

The Smart Business Buying Report



Table of contents

3	Executive summary
5	2025 business imperatives
7	Section 1: Core challenges and priorities
15	Section 2: Transforming procurement: what's working and what's not
21	Section 3: Socially responsible purchasing trends
26	Section 4: Collaboration, technology and purchasing democratisation
33	Conclusion
35	Methodology



Executive summary – A note from Amazon Business

Procurement has often been viewed as an essential, yet tactical, business function. However, as our 2025 State of Procurement Data reveals, procurement is rapidly emerging as the unsung hero driving company success.

Today, procurement plays a strategic role in driving innovation, boosting operational efficiency and building resilience across organisations. Our third annual study of nearly 3,500 global procurement and organisational leaders reveals that while challenges like managing efficiency, costs and supplier relationships remain critical, procurement is also leading the way in empowering businesses to thrive in an increasingly complex and dynamic environment. Each year, this report captures evolving trends that procurement teams must navigate, from digital transformation and AI to sustainability and resilience, showcasing how the role of procurement continues to expand and adapt to address these global shifts.

Digital transformation, particularly through AI and data analytics, is reshaping how procurement teams operate. In fact, 64% of decision-makers see generating better insights as a top priority. Moreover, the growing importance of socially responsible purchasing (SRP) is pushing procurement teams to embrace a stronger leadership role in fostering sustainable and diverse supply chains, with 80% of organisations working towards certified supplier mandates.

However, despite procurement's expanding role, only 46% of decision-makers completely agree that the procurement function is included in top decision-making forums where organisational strategy is discussed, highlighting a clear opportunity for better alignment between procurement and business strategy.

At Amazon Business, we're dedicated to helping organisations lead this evolution by providing the tools and insights it takes to excel in areas like SRP, AI integration and automation. The 2025 State of Procurement Data offers a roadmap for procurement teams aiming to elevate their impact in this dynamic landscape.

It's an exciting time to be a procurement leader – because procurement is a catalyst for innovation, resilience and growth.

Shelley Salomon

Vice President, Amazon Business

Who did we survey?

For this year's report, we connected with two key groups to gain a well-rounded perspective on top procurement trends and challenges.

The first group is procurement 'decision-makers' – respondents who work directly in B2B purchasing or other procurement roles. All decision-makers were at the VP level or below at the time of taking our survey, and we refer to this group as 'decision-makers' throughout this report.

The second group is 'senior leaders' – respondents familiar with their organisations' procurement practices/policies, but not necessarily with daily procurement job functions. All senior leaders were at the SVP level or above at the time of taking our survey, including C-suite members.





Procurement is no longer a back-office function – **it's a key competitive advantage**, allowing companies to reduce costs, increase operational efficiencies and fuel growth initiatives.'



Shelley Salomon
Vice President, Amazon Business

2025 business imperatives

01

Strategic innovations meet historical roadblocks

While over half of respondents (59%) expect their 2025 procurement budget to grow, many still struggle to overcome perceptions that procurement isn't a strategic organisational function. Often, long-standing challenges hamper innovation. For example, procurement's top three pain points are still 1) efficiency and complexity, 2) costs and budgets and 3) supplier relationships – each of which presents a barrier to evolving procurement's impact in the year ahead.

03

Supplier relationships: make or break

Procurement teams' ability to focus on strategic goals while staying compliant hinges on having suppliers prepared to act as true partners. Many procurement teams are turning to external support to manage complex operations: 72% for strategic activities, 66% for transactions and 46% for tech support. However, some of procurement's biggest challenges also stem from the suppliers to which they outsource: **specifically, suppliers' inability to support digital procurement and a lack of clear communication and support from suppliers.**

02

Optimisations inspired by improved insights

Respondents almost universally agree their procurement operations have room for optimisation. **To support operational enhancements, it will be key to generate stronger data, insights and analysis over the next year or two, according to 64% of decision-makers and 73% of senior leaders.** The increasing importance and visibility of AI-powered experiences and data analytics practices highlights the sector's shift toward a more proactive and value-added role in driving organisational growth and resilience.

04

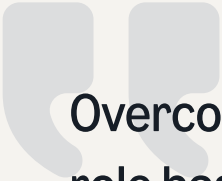
Impactful purchasing rises in importance

New procurement priorities are emerging, driven by digital transformation, SRP mandates and the need for stronger collaboration between procurement and other business units. **Responsible purchasing remains top of mind, with a clear majority of decision-makers (80%) saying their organisations have mandates or goals for working with certified suppliers.** Respondents are most interested in funnelling even more purchases to suppliers that follow sustainable practices, followed by local and small businesses.



Technology plays a critical role in managing today's supply chains from embracing emerging technologies like AI and machine learning to investing in procurement analytics and insights. **This digital transformation is revolutionising procurement, providing customers with greater efficiency, transparency and cost-savings.'**

Brenda Spoonemore, VP of Commercial and Public Sectors, Amazon Business



Overcoming the idea that procurement is merely a functional support role has been one of the most transformative efforts that we're seeing in our industry. **Procurement is now about driving growth, not just saving costs.'**

Interview with Manufacturing Procurement Senior Leader

Core challenges and priorities



Supply chain and market challenges remain significant barriers organisations expect to encounter, according to decision-makers and senior leaders.

Supply chain disruptions and delays are top concerns, with a third of respondents identifying them as a major risk. Respondents also point to increased competition and inflation as key challenges over the next two years. Additionally, new regulations and laws present ongoing hurdles that procurement teams must navigate, further complicating their efforts to build resilient supply chains.

At the same time, a growing number of organisations are grappling with challenges related to digital transformation. The proliferation of AI, difficulties integrating new technologies with existing systems and cybersecurity threats are rising concerns. In fact, cybersecurity is now considered one of the top risk factors alongside inflation, as organisations recognise the increasing vulnerability of their digital procurement infrastructures.



The biggest procurement challenge today is **balancing efficiency with the complexity of global supply chains**, where managing both resilience and cost are increasingly hard to reconcile.'

Interview with Manufacturing Procurement Senior Leader

Factors most likely to pose important organisational risks/challenges in the next year or two

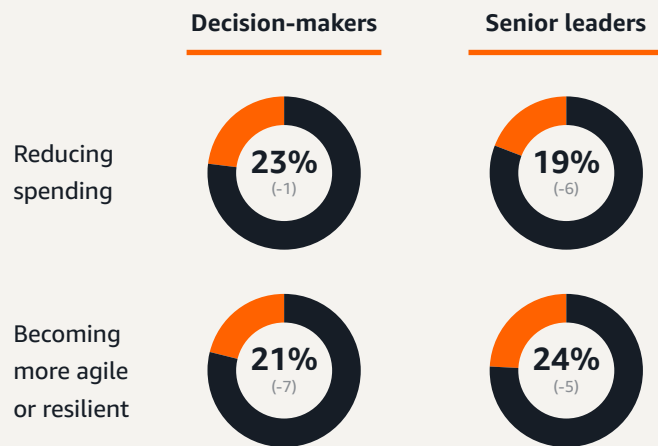
	Decision-makers	Senior leaders
Supply chain disruption or delays	32%	33%
Potential for new or changing laws or regulations	31%	29%
Increased competition	31%	26%
Challenges integrating new technologies	31%	33%
Cybersecurity threats	30%	34%
Spread of AI or new technologies	29%	31%
Inflation	29%	34%
Changes in external stakeholder needs or preferences	28%	27%
Difficulty finding or retaining talent	28%	28%
Changing workplace or employee expectations	27%	25%
Political instability	27%	25%
Data privacy concerns	27%	26%
Risks to cash and liquidity management	26%	27%

Digitally driven concerns are not new. But the fact that these risk factors have surpassed more traditional business risks and macroeconomic variables this year indicates a shift in procurement priorities headed into 2025 – one that mirrors the ongoing evolution happening across procurement as a function. Although procurement's primary oversights remain as important as ever, the growing strategic and organisational impact of these responsibilities is surfacing new priorities that must be addressed in tandem with historical hurdles.

This evolution is good news: There are aspirations among procurement teams to expand focus in areas that support organisational growth.

For example, compared to last year's findings, fewer decision-makers and senior leaders want to see procurement teams spending time and energy on reducing spend and becoming more agile or resilient.

Area respondents want to see their organisation's procurement teams spending more time/energy in the next year



A double-click on procurement

Similar to last year, the broad theme of efficiency and complexity remains the dominant challenge facing procurement operations today.

Decision-makers and senior leaders identified the same top three procurement pain points in 2024: 1) efficiency and complexity, 2) costs and budgets and 3) supplier relationships.

While financial elements will always be top of mind for procurement, over half of respondents (59%) expect their 2025 procurement budget to grow, up from 53% who said the same last year. Resourcing is still considered a top three procurement pain point, but the overall severity of this factor has lessened YoY.

Common challenges or pain points facing procurement

**Signifies significant YoY difference*

Efficiency and complexity: Almost half of decision-makers and senior leaders are grappling with operational challenges, which isn't surprising given ongoing supply chain disruptions, rapid technology changes and the constant push for smoother processes.

'Efficiency and complexity' includes responses related to supply chain disruption, technological change and adaptation, logistics and internal processes.

Costs and budgets: Although focus on costs has dipped slightly, finances are still a major headache for procurement teams. Controlling budgets without cutting corners remains a constant struggle.

Supplier relationships: Trustworthy suppliers are everything. Especially amid supply chain shake-ups, the importance of supplier relationships has ticked up a bit YoY, showing that building strong supplier connections is more critical than ever for stability and reliability.

Compliance and quality: The importance of sticking to standards while ensuring purchasing quality has jumped among procurement teams. Keeping products up to par and meeting regulations remains an ongoing challenge that can't be hampered by fluctuating supplier performance.

Technology and automation: There's a growing push for automation and technology adoption. Improving digital solutions offers a clear path forward to smooth out some of procurement's biggest issues today.

Decision-makers

Senior leaders

47% (+3)

44% (+1)

21% (-5)*

21% (-3)

19% (+2)*

20% (+1)

17% (+3)*

13% (-1)

8% (+1)

10% (+2)

The most significant factor preventing procurement teams from better balancing core competencies with emerging needs is the growing complexity of their work, and the resulting need for greater efficiencies. **To truly modernise procurement operations, teams and suppliers will need to work together more effectively and intentionally scale partnerships in harmony with procurement's diversifying influence.**

However, a significantly larger number of procurement operations are now struggling with suppliers who are unable to meet their digital procurement

requirements compared to last year's data. Decision-makers and senior leaders identified the same top three challenges to procurement operations in 2024, including unmet expectations around suppliers' digital capabilities, communication efforts and the ability to handle complex procurement processes.

An inability to support digital procurement and a lack of clear communication/support both saw double-digit point YoY increases as challenges to procurement operations.

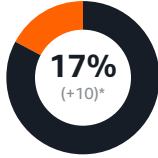
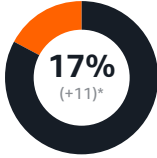
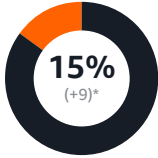
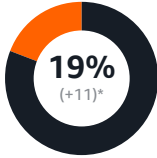
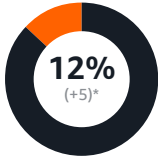
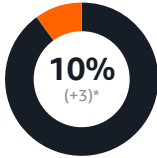
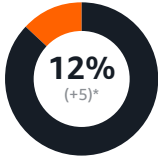
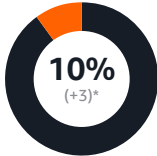
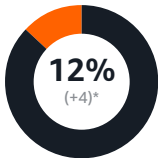
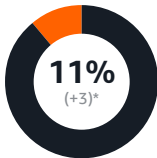


It's crucial to build strong relationships with suppliers because when challenges hit, those partnerships determine if you can stay resilient or fall behind.'

Interview with Technology Procurement Leader

Common internal or external challenges to procurement operations

**Signifies significant YoY difference*

	Decision-makers	Senior leaders
Suppliers that cannot support digital procurement: This challenge has seen an increase in attention from both groups, up 10% for decision-makers and 11% for senior leaders YoY. As digital procurement becomes more essential, suppliers that can't keep up are causing significant challenges – slowing down processes and complicating operations.	 <p>17% (+10)*</p>	 <p>17% (+11)*</p>
Clear communication and support from suppliers: Effective supplier communication and support have jumped up in terms of challenges, showing how vital clear, responsive supplier relationships are to managing procurement's evolution and keeping operations running smoothly.	 <p>15% (+9)*</p>	 <p>19% (+11)*</p>
Ensuring visibility into supplier inventory: This area saw a 5% increase for decision-makers and a 3% bump for senior leaders, reflecting a rising need for real-time inventory insights to prevent stockouts and avoid unexpected disruptions.	 <p>12% (+5)*</p>	 <p>10% (+3)*</p>
Competition for talent or lack of qualified talent: Talent is another area on the rise, up 5% for both decision-makers and senior leaders. With more complex technologies and digital processes in play, finding skilled procurement professionals to help shape the future has become a more significant focal point.	 <p>12% (+5)*</p>	 <p>10% (+3)*</p>
Ensuring reliable delivery: Reliable delivery has jumped in importance, showing that procurement leaders want greater predictability from their supply chains. Even small delivery disruptions can have negative ripple effects across operations.	 <p>12% (+4)*</p>	 <p>11% (+3)*</p>

This year's research highlights several factors strengthening supplier-buyer relationships, including a shared focus on 'responsible purchasing' and promoting diversity, which are driving collaboration and mutual growth.



Balancing purchasing needs with compliance

Accessing a wider range of sellers or products is one of the top internal challenges to procurement operations for decision-makers (29%) and senior leaders (29%), as is ensuring compliance with spending policies (decision-makers [29%] and senior leaders [22%]).

This year, 72% of respondents outsource, to some degree, strategic activities, followed by transactional activities (66%) and technology/support systems (46%).

Here, strategic procurement refers to impacts that proactively shape organisational priorities through long-term planning, partnerships and insight-driven influence on resilience and efficiency. Conversely, transactional procurement is focused on routine, day-to-day tasks with limited strategic influence, primarily handling orders and cost management.

Responsible purchasing

Promoting supplier diversity is a top internal challenge to procurement operations for decision-makers (27%) and senior leaders (28%) – environmental, social and governance (ESG) and corporate social responsibility (CSR) mandates are a top external challenge to procurement operations for decision-makers (37%) and senior leaders (43%), an eight-point increase among senior leaders from last year.

Organisational preparedness

18% of senior leaders – and one-in-five decision-makers (21%) – say they lack systems to monitor and manage risk (geopolitical, environmental, regularity).

Transforming procurement: what's working and what's not



While procurement's budget and positive influence continue to climb, the group's functional reputation and traditionally siloed operations can still hamper its strategic power, decision-making and operational efficiency.

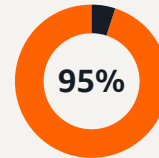
According to our findings, several factors contribute to the way in which procurement has successfully transformed over the past 12 months versus areas in which hurdles remain. These dual areas of accomplished and ongoing improvements again underscore procurement's evolving role and strategic impact.

Consider some of procurement's biggest wins over the last year:

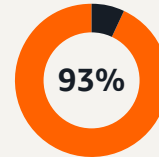
01

Proper resourcing:

Nearly all decision-makers feel they have the staff, resources and insights to ensure procurement operations function effectively.



of decision-makers agree they have the necessary people and talent to perform at their best.



of decision-makers agree their teams have the necessary training and tools to perform at their best.

02

Added value:

Decision-makers and senior leaders say procurement adds value to a wide range of organisational priorities, including meeting the needs of employees/external stakeholders, achieving strong ROI and improving procurement process efficiency.



What respondents see as their procurement or purchasing operations’ greatest value to the organisation

	Decision-makers	Senior leaders
Meeting the needs of employees/external stakeholders	24%	25%
Achieving good return on investment	24%	26%
Improving procurement process efficiency	24%	24%

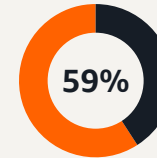
However, these wins must be viewed against the backdrop of procurement's tallest hurdles ahead:



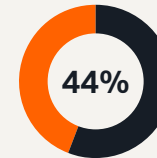
01

Not treated like a strategic player:

Despite procurement's growing organisational importance, respondents still feel a lack of strategic recognition for their work and impact.



of decision-makers completely agree that they're involved in strategic decisions that affect the organisation at large.

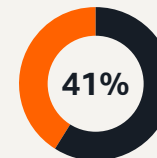


of decision-makers cite the 'idea of procurement as functional rather than strategic' as a significant challenge.

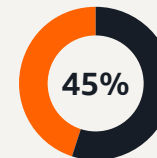
02

Lack of proof points and organisational visibility:

Feeding into procurement's functional reputation is an absence of metrics that fully showcase the group's efforts and reach.



of respondents cite as a significant hurdle a lack of data to show procurement's impact.

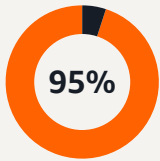


of decision-makers completely agree that others in their organisation appreciate procurement's value.

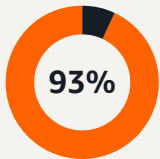
Is procurement fully optimised?

Respondents almost universally rank their procurement operations as optimal or somewhat close to an optimal state. However, nearly the same percentages of respondents agree that there's still room to optimise procurement operations.

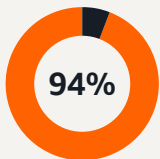
These mixed results indicate that while the procurement function has made big strides in the past few years and they believe that their systems are working well, organisations still understand the need for further enhancements as new challenges and responsibilities surface.



of decision-makers agree that their operations are operating at an optimal level.



of senior leaders agree that their operations are operating at an optimal level.



of decision-makers and senior leaders agree that there's still room to optimise procurement operations.



There's a real need to **ensure that procurement has a stronger seat at the table**, especially as priorities shift from just cost-saving to supporting larger strategic goals.'

Interview with Technology Procurement Leader



Socially responsible purchasing trends



SRP continues to grow as a strategic mandate at many organisations globally, with procurement playing a key role in helping companies meet these goals.

This year, 99% of organisations report having specific ESG goals, with the majority of decision-makers (63%) and senior leaders (61%) stating that their organisation's ESG goals and priorities have increased in the last year. Procurement's role is increasingly tied to these broader objectives, with a particular emphasis on working with certified sellers.

Currently, 80% of decision-makers confirm that their organisations have mandates or goals for partnering with certified sellers. Looking ahead, 35% of decision-makers and 37% of senior leaders want procurement to dedicate more time and resources toward setting ESG goals and sourcing from certain suppliers, making it a top priority for both groups.

A key area of focus within SRP trends is sustainability. More sustainable purchasing is very important or a top priority for 62% of decision-makers and 67% of senior leaders over the next one to two years.

Purchasing goals by type of business

**Signifies significant YoY difference*

***Signifies statements shown to respondents in the US, UK, Mexico and Japan only*

Sellers that follow sustainable practices	61% (+2)
Local businesses	46% (+7)*
Certified small businesses	44% (+4)*
Diversity-owned businesses**	28% (+3)*
Socially/economically disadvantaged businesses**	27% (+6)*
Military veteran-owned businesses**	17% (+3)*
Woman-owned businesses**	16% (+1)
LGBTQ-owned or operated businesses**	12%

Though many procurement teams already take steps to support organisational ESG goals, their impact could be greater.

For example, 35% of decision-makers and 37% of senior leaders want procurement to focus more on setting goals for ESG, showing that procurement's potential to lead ESG initiatives is widely recognised. However, strategic technology investments are necessary for this type of scalability, and C-suite executives must formalise procurement's role in leading ESG progress and provide technology innovations that make better and more frequent use of this lever.

Suppliers: This is a gap you can help close, in partnership with buyers.

Among decision-makers working at organisations without mandates or goals for purchasing from certified sellers, the top reason these purchasing goals don't exist is because it's difficult to partner with qualified suppliers. Difficulty connecting with the right suppliers outranks other often-cited buying challenges like a lack of awareness about these sellers, limited internal support/buy-in, and limited staff, resources and time.



The impact of sustainable procurement is something all our customers are asking about and **it's reshaping how we think about our supply chain**, from sourcing to delivery.'

Interview with Technology Procurement Senior Leader



Reasons why organisations don't have ESG mandates/goals

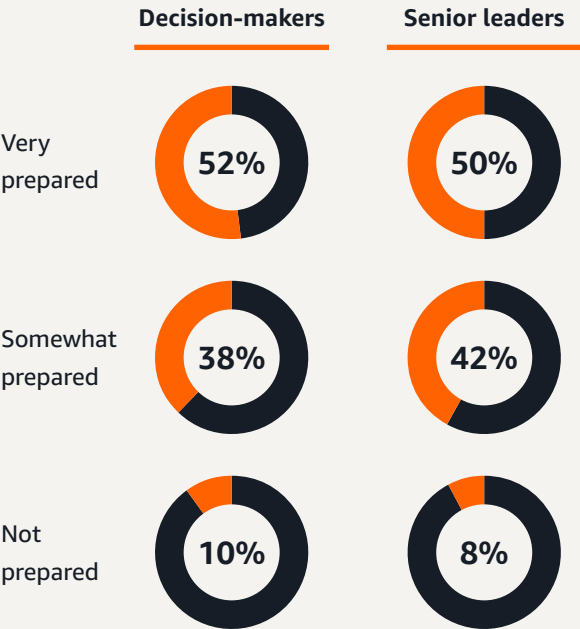
Difficulty finding qualified suppliers for these goals	38%
Have not identified a clear business benefit	32%
We've never considered it, it's the way our business has always been run	31%
Take diverse ownership, etc. into consideration but not govt. certifications	29%
Lack of awareness about certified businesses	25%
Limited internal support or buy-in	23%
Diverse suppliers aren't important to our business	21%
We don't have the staff, resources or time	19%

There's a clear opportunity for suppliers to make their certifications or other credentials easier for buyers to find.

For example, suppliers can partner with digital solutions that make certifications that align with SRP needs easily searchable, helping business buyers meet current demands.

This type of supplier support will become increasingly important in 2025, as close to half of procurement functions are not fully prepared to adapt to new climate- and sustainability-related government regulations. Proactive supplier relations can support buyers in navigating these emerging regulations more effectively, helping organisations meet compliance requirements smoothly from the start.

Procurement preparedness for new ESG rules in the US and EU



Sustainability and purchasing from small and diverse businesses is no longer optional – it's core to doing business well. Procurement teams are leading the charge in building supply chains that align with socially responsible purchasing priorities and deliver measurable impact.'

Interview with Technology Procurement Senior Leader



Collaboration, technology and purchasing democratisation



Procurement teams are doubling down on expanding investments in technologies and partnerships to combat current challenges and capitalise on future opportunities.

Again, supply chains are a focal point. Building resilient and agile supply chains is very important and/or a top priority over the next year or two for 64% of decision-makers and 69% of senior leaders. Currently, 26% of decision-makers report having some suppliers located outside of their country's borders – a purchasing strategy that, while strategic, can prove risk-intensive since global supply chains invite more challenges and uncertainties.

The same trend is true, if not more pronounced, among senior leaders, 42% of whom report having some current suppliers located outside of their country's borders.



Organisations with suppliers located outside of their country's border

	Decision-makers	Senior leaders
Mostly outside of their country's borders	11%	13%
Evenly split outside-inside	15%	29%

To help navigate global supplier networks and safeguard against anticipated challenges, respondents are looking to:

01

Build stronger relationships with tier-1 suppliers,

a very important and/or a top priority over the next year or two for 66% of decision-makers and 68% of senior leaders.

02

Develop a broader supplier base,

a very important and/or a top priority over the next year or two for 62% of decision-makers and 67% of senior leaders.

03

Move supply chains nearer to operating facilities,

a very important and/or a top priority over the next year or two for 61% of decision-makers and 65% of senior leaders.

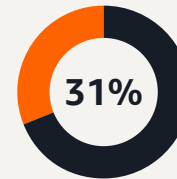
Another option that procurement teams are continuing to exercise is streamlining purchasing for buyers outside of the procurement function.

For the past few years, letting more people make purchases within a controlled system has been a popular way to help overworked procurement teams – 32% of decision-makers and 29% of senior leaders selected 'decentralising so others can easily buy for teams' as a top area where they want to see procurement spending more time or energy in the next year.

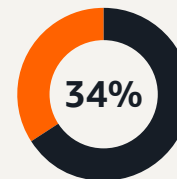
This is a prudent area of focus: only 28% of decision-makers say that all or nearly all of their organisation's procurement operations are integrated, down 4% YoY.

Establishing procurement standards across the entire organisation is very important and/or a top priority over the next year or two for 63% of decision-makers and 68% of senior leaders. Likewise, streamlining purchases for those outside of procurement is very important and/or a top priority over the next year or two for 62% of decision-makers and 64% of senior leaders.

Finally, stronger reporting/analytics capabilities is another strategy that many procurement teams are looking to employ – generating better data, insights and analysis is very important and/or a top priority over the next year or two for 64% of decision-makers and 73% of senior leaders.



of **decision-makers** selected 'improving reporting and analysis' as a top area where they want to see procurement spending more time or energy in the next year.



of procurement **senior leaders** selected 'improving reporting and analysis' as a top area where they want to see procurement spending more time or energy in the next year.

Among both groups, this answer experienced the highest YoY jump of all answer options listed (+3 for decision-makers, +8 for senior leaders).

Despite plans to spur digital growth, procurement teams have yet to make much progress in bringing on new technologies over the last year to support and increase the sophistication of their operations.

While we'd expect to see an increase in technology use, respondents didn't note significant growth in this area. Compared to last year, a similar percentage of respondents' organisations are using tools for data analytics and to automate manual processes compared to last year. What's more, fewer organisations have adopted AI solutions to improve purchase decision-making, indicating a slow-down in AI adoption among procurement teams despite the rising importance of such technologies.

To be effective in managing today's supply chains, you need **transparency across suppliers**, and that's only possible with the right data integration.'

Interview with Finance Procurement Leader



Digging deeper on the AI front, decision-makers reported diverse AI-powered technology investments plans for the next two to three years.

Most notably, respondents hope to achieve richer insights related to spend and demand, as well as the automation of core responsibilities and supplier relationships. Using AI to analyse data and optimise operations is very important and/or a top-three priority over the next year or two for 61% of decision-makers and 68% of senior leaders – this was senior leaders' most common top three priority.

Decision-makers and senior leaders are interested in different AI applications, which reflect their job responsibilities and focus areas.

For example, senior leaders are particularly focused on how AI and machine learning can enhance decision-making support, most likely for large-scale business strategy and operations management. Meanwhile, decision-makers are more focused on how these technologies can address everyday needs, like improving data analysis, cutting costs and reducing risks related to data security.

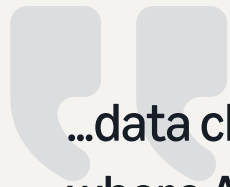
Technologies in use today

**Signifies significant YoY difference*

Analytics or tools to understand performance, trends, data and insights	65% (+3)
Automation of manual procurement processes	56% (+2)
Digital or online invoices	55% (+4)*
AI-driven optimisation of purchasing decisions	42% (-5)*
Voice technology	40% (-1)

Planned technology investments, next 2-3 years

AI demand forecasting	38%
AI-driven spend analysis	38%
AI automated procurement processes	38%
AI-supplier risk management	37%
AI-powered chatbots and virtual assistants	36%



...data clean-up is an area where AI is helpful, we are also looking at AI in a couple of other areas, automation, contracts and purchase over management.'

Interview with Technology Procurement Leader



The key to modern procurement is not just having data but generating actionable insights that drive smarter, faster decisions at every level.'

Interview with Government Procurement Senior Leader



Top talent will lead the way

Procurement's focus on adopting new technology and cultivating partnerships amplifies the need for skilled talent to spearhead strategic growth initiatives in these areas.

It's no surprise that retaining and developing existing talent is very important and/or a top priority over the next year or two for 65% of decision-makers and 66% of senior leaders. Attracting or hiring top new talent is also very important and/or a top priority over the next year or two for 64% of decision-makers and 70% of senior leaders.

While there's a strong demand for top talent in procurement, the market faces a combination of challenges in securing individuals with the right blend of technical expertise and strategic insight. Skilled talent exists, but organisations often struggle to justify and structure these hires in alignment with visible organisational ROI – a gap that companies can bridge through more targeted talent development initiatives.



The number one challenge is always people. Can you get the people you need in procurement? Can you justify those people, the cost and the returns for the team? If you hire someone, you'll always save money. The question is, can the company see that money being saved in the bottom line? How do you add the people and add them in a fashion that's organised.'

Senior Leader, Manufacturing, US.

Conclusion

The 2025 State of Procurement Data reveals that procurement is transforming from a cost-centric function to a strategic driver of innovation, resilience and sustainability.

Today's procurement teams navigate both traditional and new challenges, such as supplier relationships, technological adoption and SRP trends, while aiming to streamline operations overall. Insights from nearly 3,500 leaders indicate that digital transformation and AI-powered data analytics are central

to achieving operational efficiency and strategic impact. However, a lack of full inclusion in top-level decision-making forums highlights an opportunity for procurement to further elevate its organisational influence and impact.

Amazon Business supports this evolution with tools that enable procurement teams to drive measurable value, demonstrating that procurement is no longer merely functional – it's essential for sustainable growth and organisational success.





About Amazon Business

Amazon Business helps millions of customers worldwide – from small businesses, schools, hospitals, non-profits and government agencies to large enterprises with global operations – to reshape their procurement with cost and time savings, greater productivity and insightful purchasing analytics. Procurement and business leaders enjoy convenient delivery options on hundreds of millions of supplies across categories like office, IT, janitorial, food service and professional medical supplies. Customers also have access to

a variety of business-tailored features and benefits, including a curated site experience, Business Prime, business-only pricing and selection, single or multi-user business accounts, approvals workflow, purchasing system integrations, payment solutions, tax exemptions and dedicated customer support. Amazon Business is available in the United States, Canada, Mexico, the United Kingdom, Germany, France, Italy, Spain, Japan and India. For more information, visit business.amazon.com, www.amazonbusinessblog.com, and [@AmazonBusiness](https://twitter.com/AmazonBusiness).

Methodology

The 2025 State of Procurement Data was fielded online by KRC Research from 11 June 2024 to 1 August 2024, among 3,458 procurement decision-makers and senior leaders familiar with procurement operations within their organisation. Respondents were located in the US, France, Germany, Italy, Mexico, Japan, Spain and the UK (Mexico being a new addition to this year’s survey). Respondents spanned nine industries and all commercial sector respondents worked at organisations with a minimum annual revenue threshold based on geography.

The study was designed to explore: procurement challenges, priorities and needs; key attributes and assessments of suppliers; procurement trends related to ESG and technology; and differences between industry or country segments. Quotes included in the report were sourced through opened-ended survey questions and supplemental in-depth thought leadership interviews – as well as directly from Amazon Business executives.

Title:

Decision-makers:

2,779 respondents who work in B2B purchasing or procurement roles for their organisations.
All respondents are VP level or below.

C-suite or leaders:

679 respondents familiar with their organisations’ procurement practices/policies, but do not necessarily have daily procurement job functions. All respondents are SVP+, includes C-suite.

Revenue minimums for private sector respondents:

Revenue (US) *(non-gov, n=1037)*

\$100 m < \$250 m	4%
\$250 m < \$500 m	32%
\$500 m < \$1 b	37%
\$1 b < \$2 b	21%
\$2 b < \$10 b	6%

Revenue (UK) *(non-gov, n=235)*

£10 m < €25 m	3%
£25 m < €100 m	11%
£100 m < €250 m	16%
£250 m < €500 m	17%
£500 m < €1 b	19%
£1 b < €2 b	19%
£2 b < €10 b	14%
£10 b or more	4%

Revenue (EU) *(non-gov, n=935)*

€10 m < €25 m	10%
€25 m < €100 m	6%
€100 m < €250 m	12%
€250 m < €500 m	19%
€500 m < €1 b	19%
€1 b < €2 b	20%
€2 b < €10 b	14%
€10 b or more	1%

Revenue (JPN) *(non-gov, n=233)*

¥500 m < ¥750 m	2%
¥750 m < ¥1 b	18%
¥1 b < ¥2.5 b	4%
¥2.5 b < ¥10 b	21%
¥10 b < ¥25 b	14%
¥25 b < ¥50 b	10%
¥50 b < ¥100 b	6%
¥100 b < ¥200 b	11%
¥200 b or more	11%

Revenue (MX) *(non-gov, n=233)*

MXN \$100 m < MXN \$250 m	9%
MXN \$250 m < MXN \$500 m	14%
MXN \$500 m < MXN \$1 b	16%
MXN \$1 b < MXN \$2.5 b	20%
MXN \$2.5 b < MXN \$5 b	18%
MXN \$5 b < MXN \$10 b	14%
MXN \$10 b < MXN \$50 b	9%

Respondent count by location:

US	38%
France	9%
Germany	9%
Italy	9%
Japan	9%
Mexico	9%
Spain	9%
UK	9%

Respondent count by industry:

Government	23%
Retail	10%
Manufacturing	10%
Technology	10%
Healthcare services	10%
Medical or pharma:	10%
Telecom	10%
Financial services	9%
Hospitality	9%