

The Procurement Imperative

A view from chief procurement officers in Asia-Pacific

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In 2026 procurement remains central to business decision-making. But the function is at a crossroads. Procurement teams are being asked to do more: cut costs, manage disruption and drive digital change. But confidence in their ability to deliver on that broader mandate, and in its alignment with wider corporate strategy, is slipping.

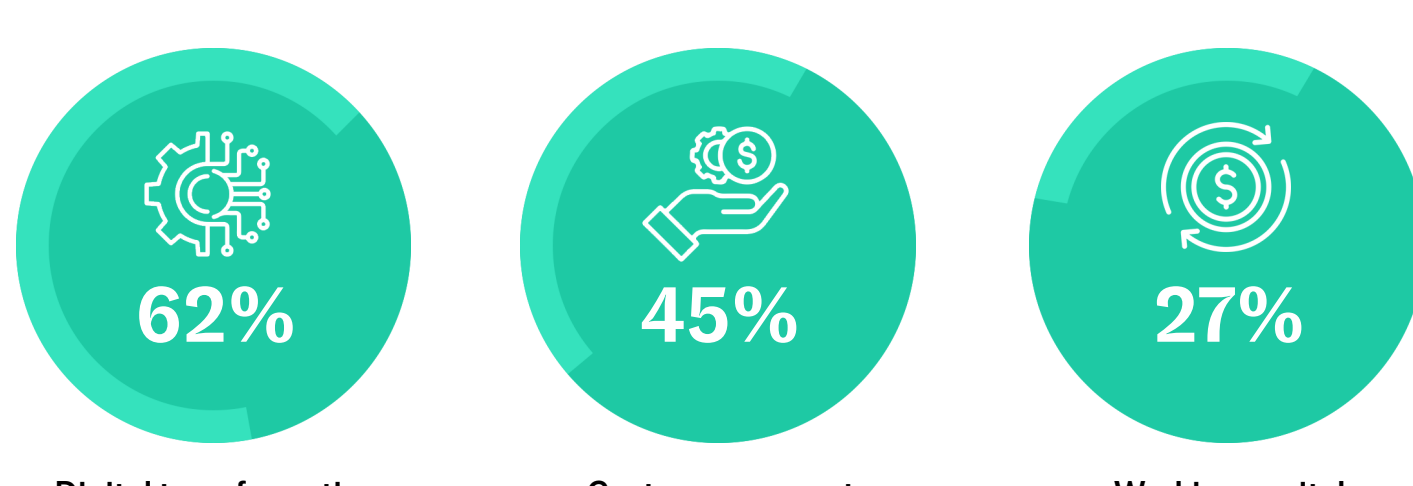
The latest iteration of Economist Enterprise's research takes the pulse of the C-suite on procurement's evolving role, tracking its transformation over the past five years. The findings are anchored in a survey of 2,648 C-suite executives across Asia-Pacific, Europe, Latin America, the Middle East, the Nordics and North America. **Within Asia-Pacific, 146 chief procurement officers (CPOs) were surveyed.**¹

¹ The survey polled executives in Australia, China, India, Japan and Singapore.

Artificial intelligence now shapes procurement's agenda

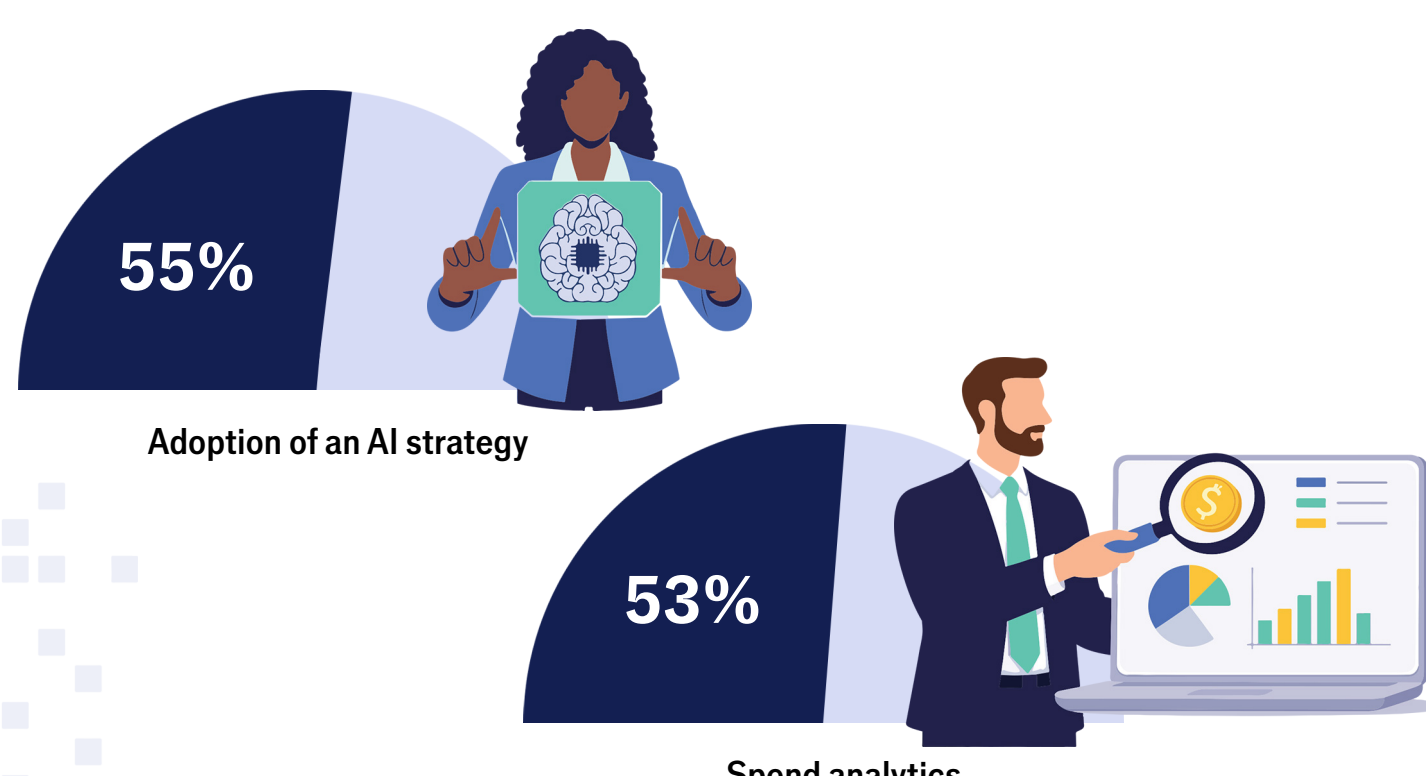
CPOs in Asia-Pacific increasingly see procurement as a data-led function, with digital transformation topping procurement's short-term priorities.

Top short-term strategic priorities for procurement among CPOs in Asia-Pacific



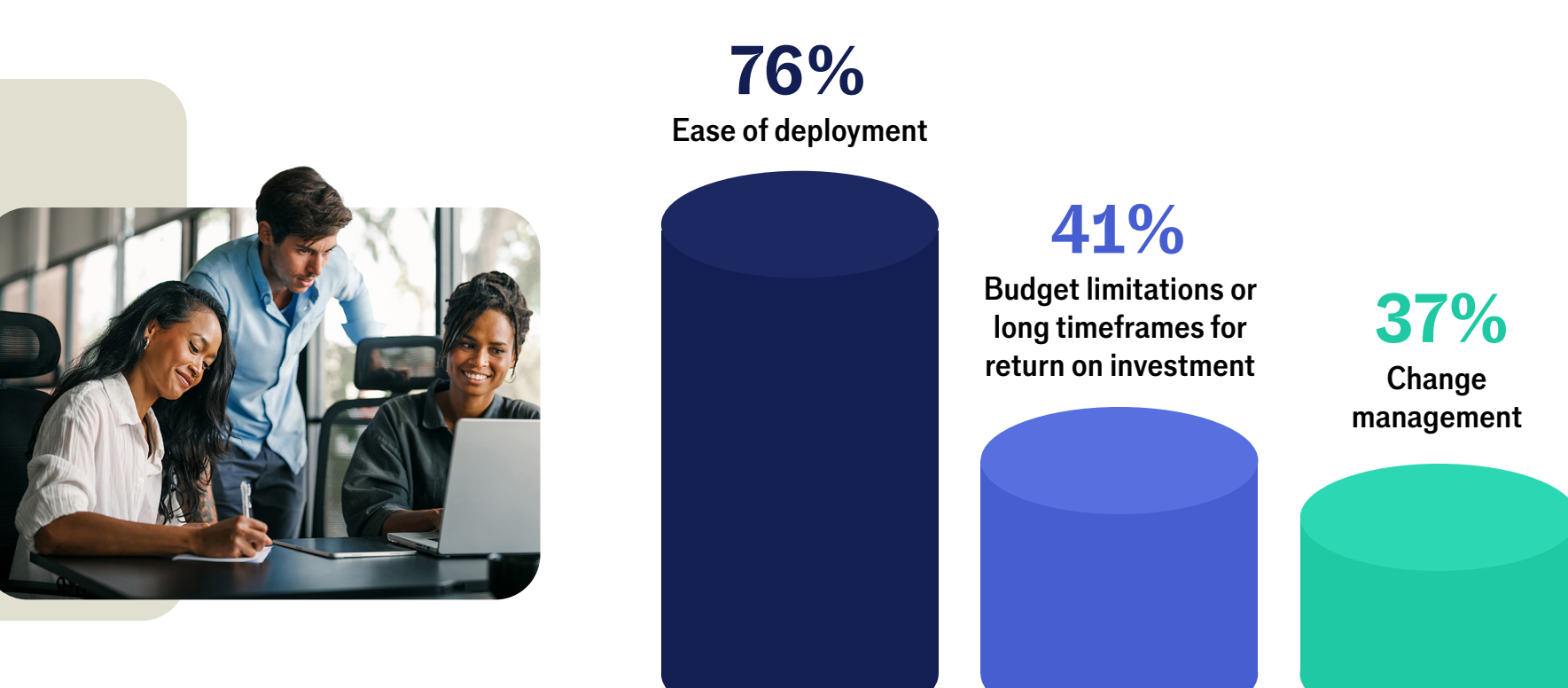
AI sits at the centre of this shift. The adoption of AI strategies and spend analytics are driving digital transformation, and agentic AI is emerging as the technology most likely to shape procurement's future in Asia-Pacific.

Top drivers of digital transformation in procurement according to CPOs in Asia-Pacific



But AI adoption has so far yielded mixed results and faces technical obstacles.

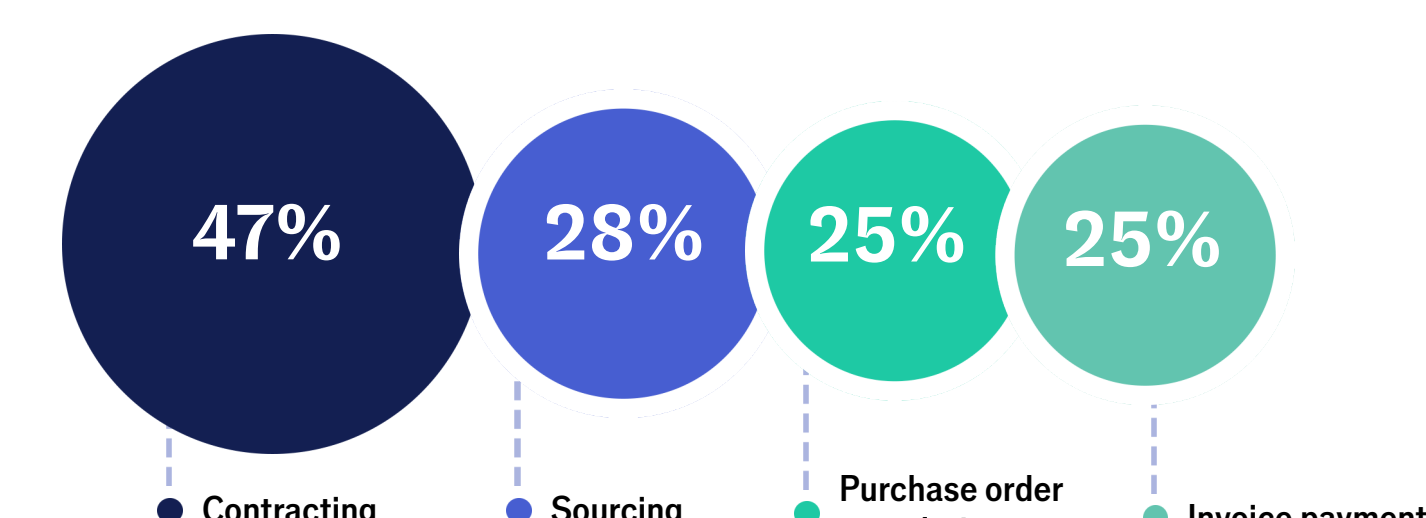
Top barriers to adopting or scaling AI according to CPOs in Asia-Pacific



Procurement is aiming AI at its biggest bottlenecks

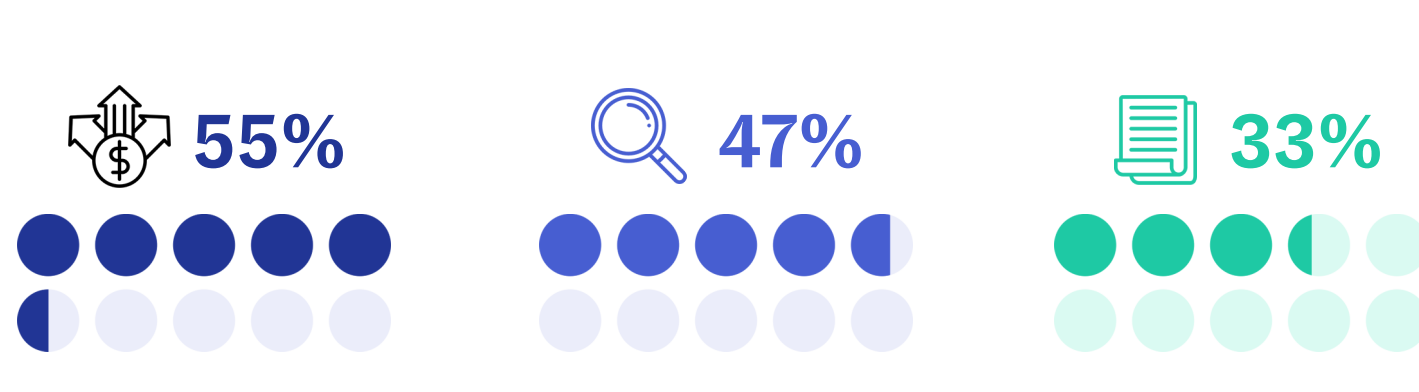
Even as AI climbs the agenda, several core processes remain stubborn sources of delay.

Areas experiencing the biggest delays in procurement processes according to CPOs in Asia-Pacific



CPOs in Asia-Pacific are pointing AI at these same pain points. The outlier is spend classification, which owes its prominence less to delay than to the data-led ambition behind digital transformation—echoing the strength of spend analytics as a driver above.

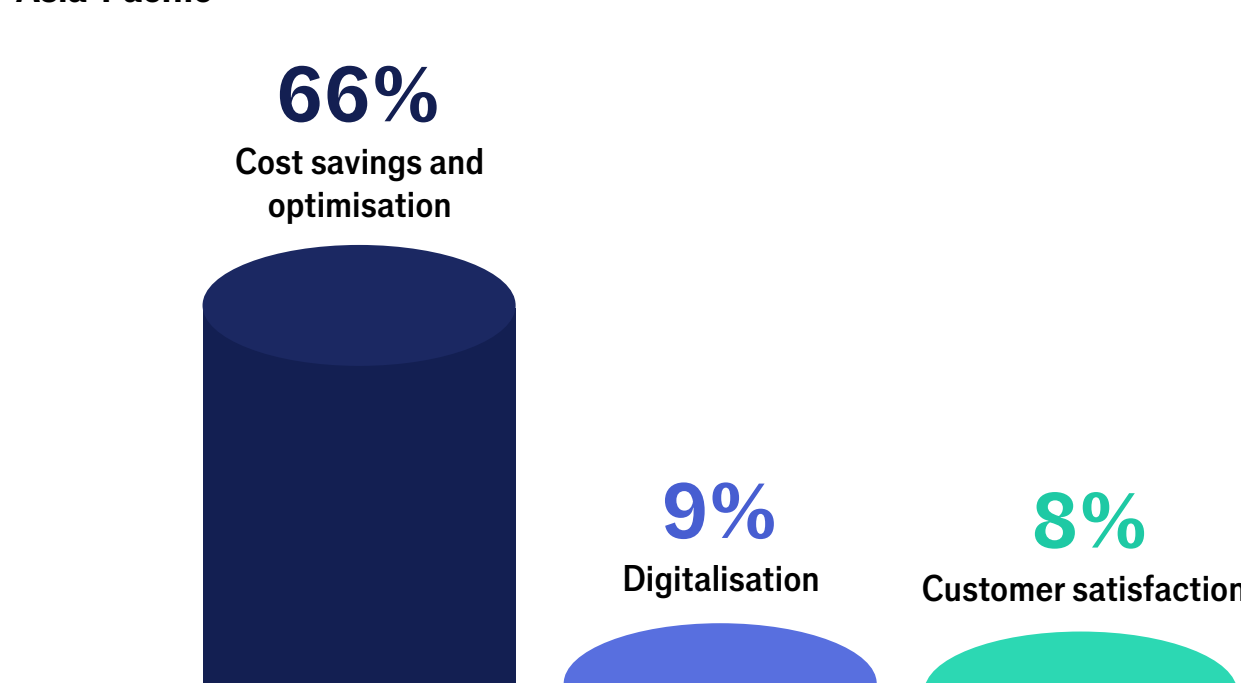
Procurement processes to be improved through the use of AI over the next 12 to 18 months in Asia-Pacific



Cost remains procurement's defining priority in Asia-Pacific

Cost control remains central to how CPOs in Asia-Pacific assess procurement's performance. The emphasis on financial discipline runs through the function's value proposition, strategic priorities and approach to risk management, suggesting that procurement's traditional mandate has retained prominence alongside newer digital ambitions.

Primary value that procurement delivers to organisations according to CPOs in Asia-Pacific



While AI and geopolitical uncertainty remain important concerns, executives continue to view cost control as a critical objective for the function.

Top short-term organisational risks for procurement according to CPOs in Asia-Pacific



Find out more about how procurement is changing—and what it means for your organisation—in our [full analysis](#).

