

The Procurement Imperative

A view from the C-suite in 2025

Supported by **SAP Ariba**

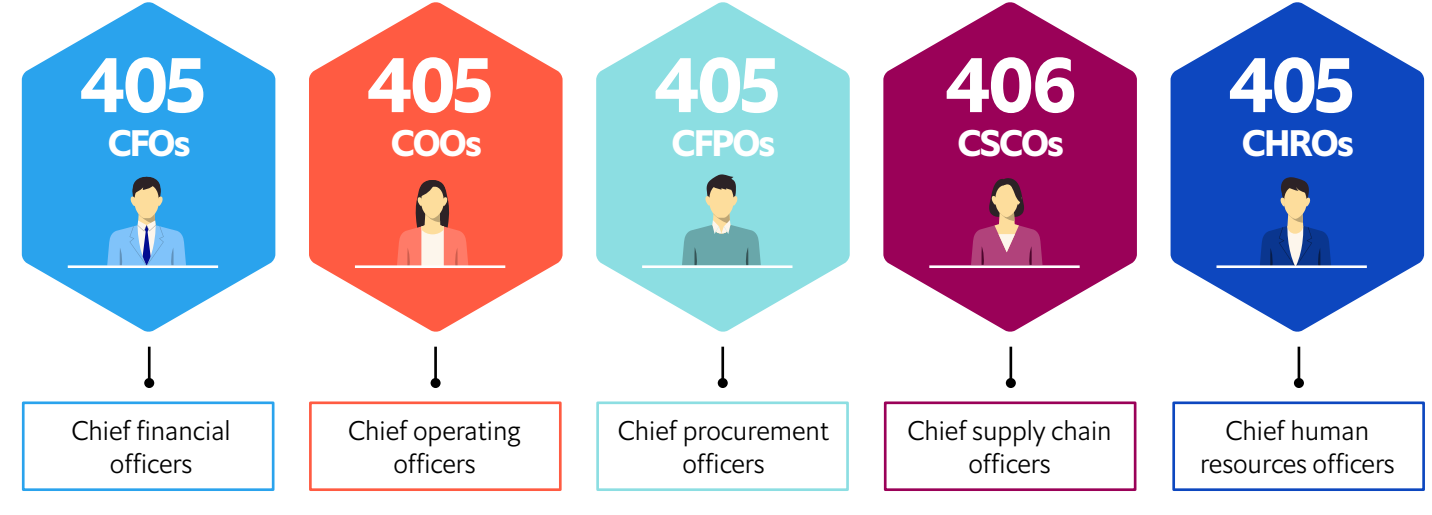
Procurement is stepping up as a strategic function within the broader organisation amid rising risks, evolving technologies and growing regulatory pressures. While procurement teams continue to drive cost savings, their mandate is now also shifting toward risk management, digital transformation and sustainability to create long-term value.

You can't take cost away from the equation in procurement —but what's changed is we're no longer just driving cost. **We're now focused on how efficient we can be and how resilient, responsive and effective we can become.**

Binny Mathews, chief procurement officer, Accenture

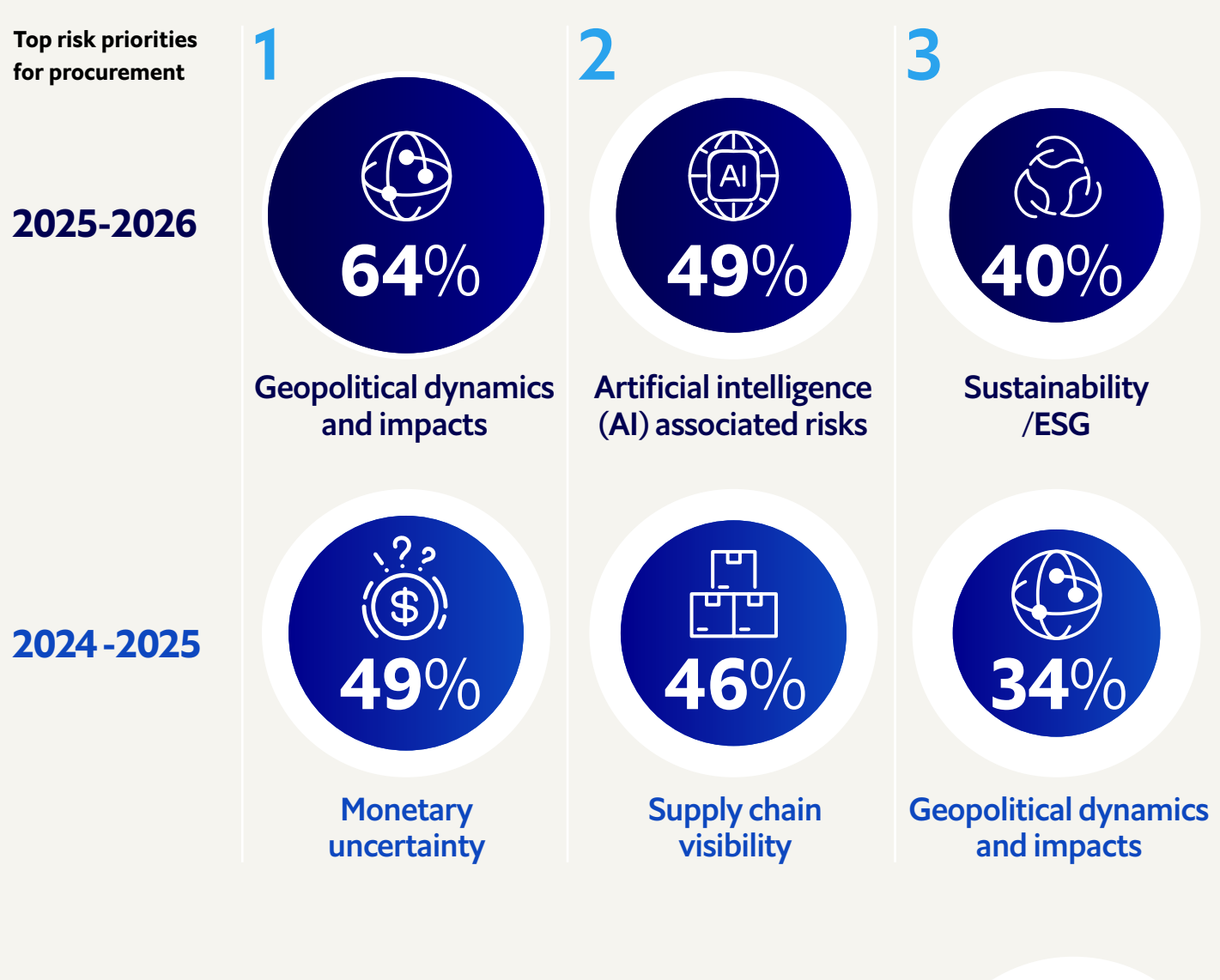
About the research programme

The latest iteration of Economist Impact's research takes the pulse of the C-suite on procurement's evolving role, tracking its transformation over the past years (2022-2025). The findings are anchored in a survey of 2,026 C-suite executives:



Procurement's risk mandate is expanding - how confident is the C-suite?

As businesses continue to operate in an increasingly turbulent landscape, procurement's risk priorities shift from short-term crisis management to long-term resiliency.



Approximately 85% of executives highlight that cyber and technology-related risks will significantly impact businesses' operational strategy over the next 12-18 months, with 65% warning of critical impact. This underscores the need for greater resilience, agility and risk management.

85% of executives highlighted cyber and technology-related risks
65% of that is critical impact



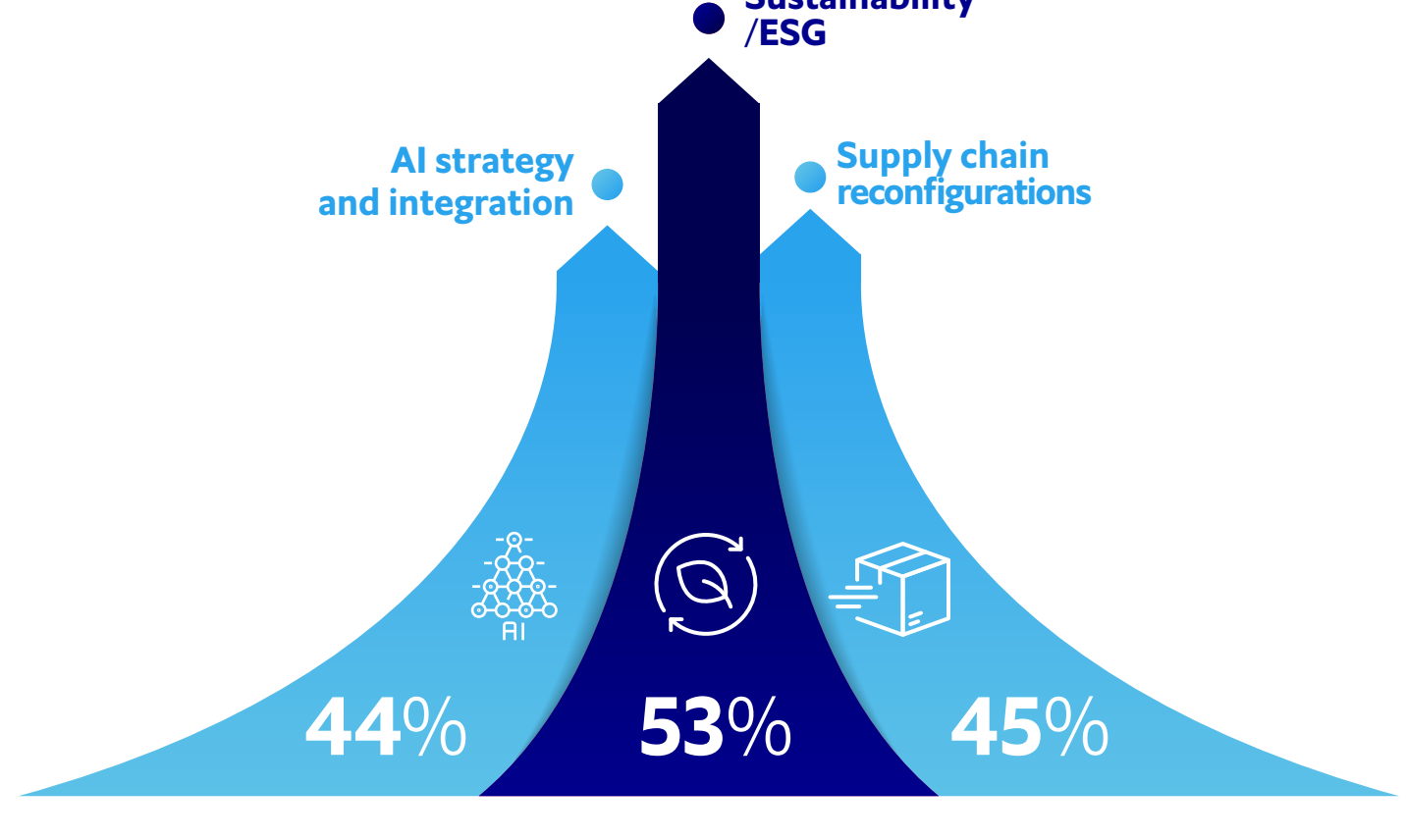
Despite being top risk priorities, C-suite leaders recognise that more has to be done by their procurement teams to effectively manage these



Are organisations aligning their talent needs with evolving business priorities?

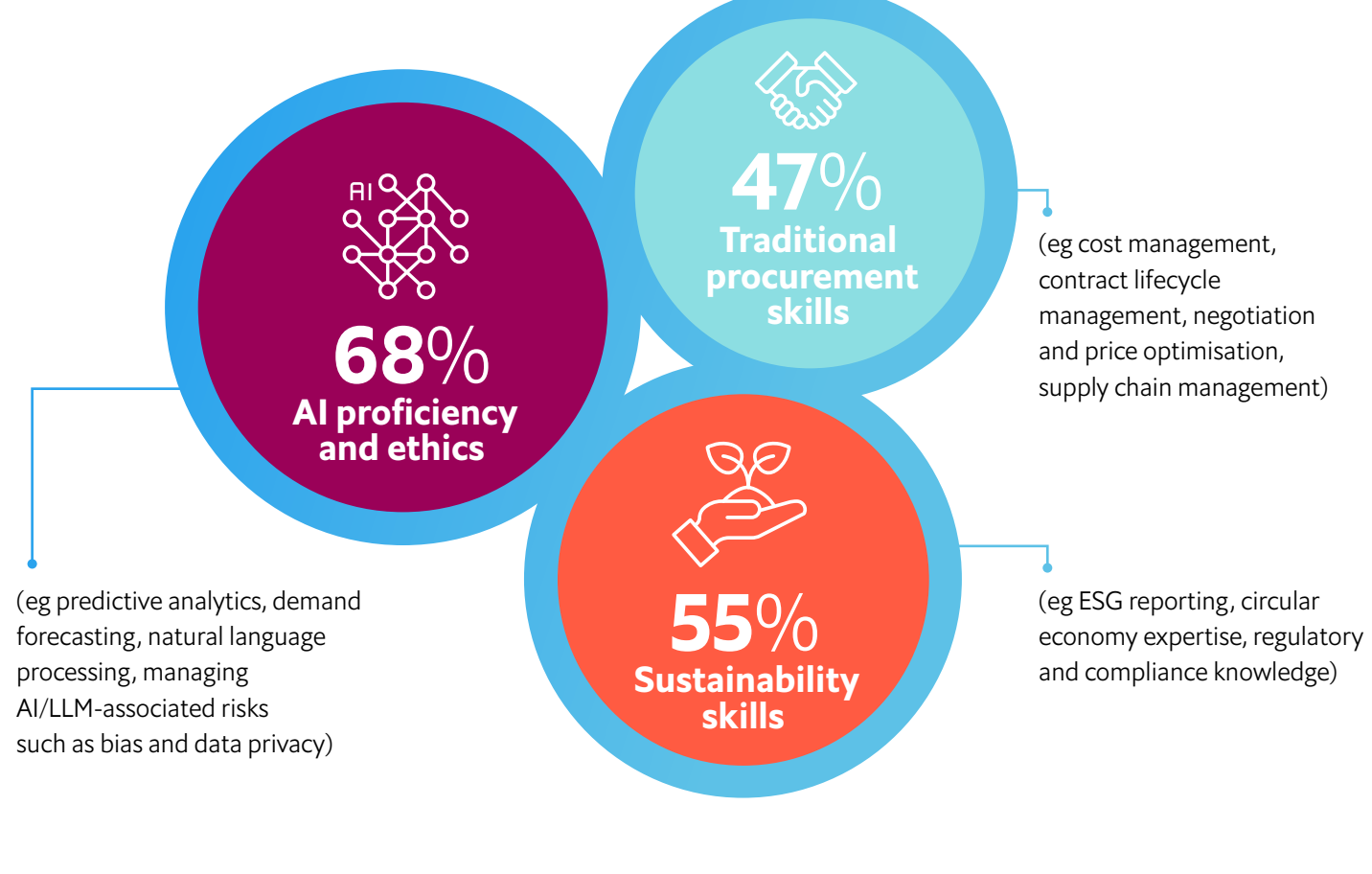
Businesses are transforming procurement with agility, technology, and long-term value creation to manage risks and drive growth.

Selecting up to three, what are the top strategic priorities for your procurement teams in the next 12-18 months?



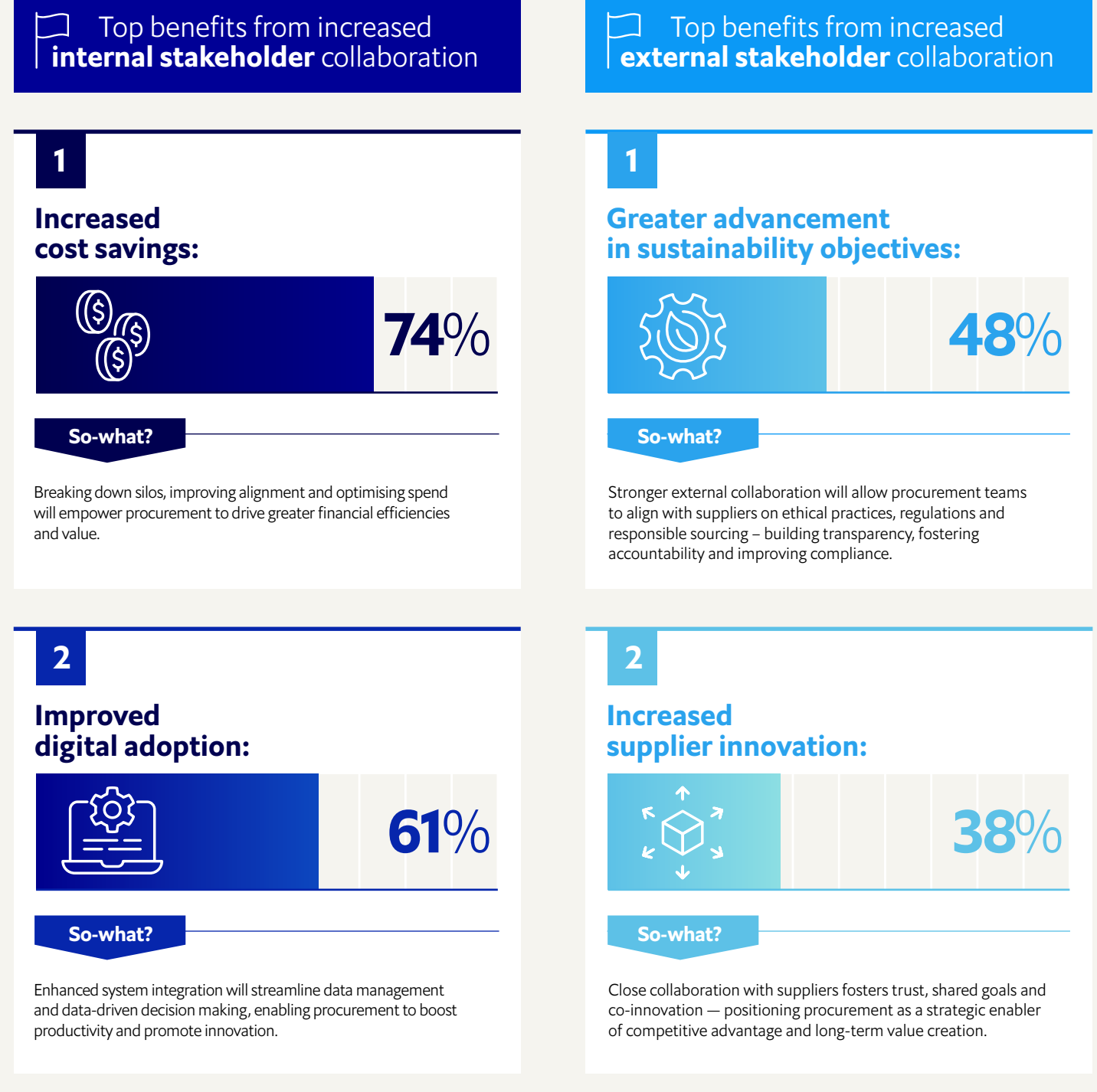
Talent and skills are front of mind as procurement and future-proofing operations.

Selecting up to three, which skills are you prioritising for your procurement teams in the next 12-18 months?



Collaboration as a catalyst for procurement success

Improved 360° stakeholder collaboration can play a crucial role in helping organisations meet their strategic objectives and drive procurement's value proposition



Find out more at <https://impact.economist.com/projects/the-procurement-imperative/> about the changing procurement trends and how they may impact your organisation by reading our **full analysis**