

Technology Impact on Business Report

Prime Business

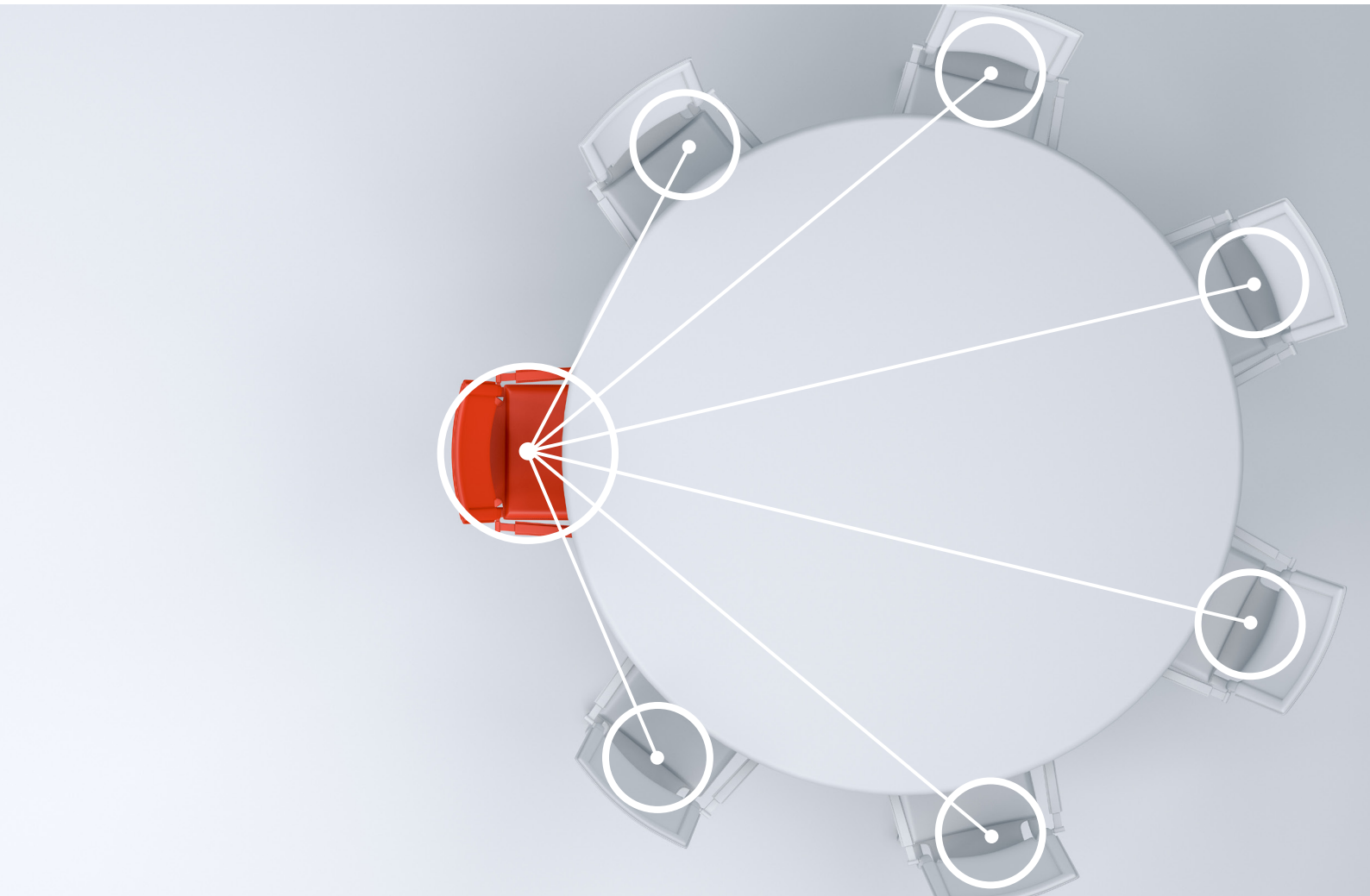


Table of contents

Research overview	3
Model framework and composite organization	3
Figure 1: Study highlights – composite organization	3
Figure 2: Model framework	4
Composite overview	5
Figure 3: Composite organization	5
Key findings	7
Composite annual financial impact	8
Figure 4: Prime Business financial impact	8
Total cost of ownership	8
Business value	9
Figure 5: Business value mix of Prime Business	9
Figure 6: Prime Business invoice payment terms	10
Mapping Prime Business value over time	11
Figure 7: Prime Business value over time	11
Figure 8: Most valuable Prime Business features by subscription duration	12
Productivity improvements across several stakeholders	13
Figure 9: End-user time spent searching to order before and after Prime Business	13
Figure 10: Average time saved by activity and company size	14
Figure 11: Average productivity improvements by department and company size	14
Limiting unplanned and maverick spend while enabling decentralized purchasing	15
Figure 12: Larger companies report a greater reduction in unplanned spending	16
Validated customer deployment analyses	17
Analysis 1: Global food and beverage manufacturer	17
Figure 13: Validated customer analysis No. 1: Buying cycle and supplier consolidation	18
Analysis 2: Nonprofit healthcare services	18
Figure 14: Validated customer analysis No. 2: Buying cycle and AP spend reporting	19
Conclusion and considerations	20
Research methodology and firmographics	21
Research process	21
Research firmographics	21
Glossary	22
Methodology	22
Report-specific terminology	22
About the authors	23

Research overview

Procurement teams are navigating a confluence of external and internal pressures that require strategic control, including increasing supplier costs and reducing maverick employee spend. Membership programs such as Prime Business address these challenges by providing organizations with a governed procurement layer that pairs a familiar, frictionless purchasing experience with Spend Visibility dashboards, Guided Buying controls and extended payment terms, among other benefits. If left unaddressed, these forces compound the difficulty of managing increasingly complex and pervasive unplanned or tail spend, defined as any purchasing activity that falls outside core sourcing contracts. However, the systems in place and tools available to manage it have not kept pace. Legacy procurement systems, designed primarily as systems of record, are challenged by the high-frequency, low-value purchasing that characterizes indirect spend.

Employees feeling the friction of these typically slow, difficult-to-navigate purchasing systems often resort to rogue or maverick purchases: buying on personal accounts, corporate purchasing cards (P-cards) or through entirely off-contract channels. These ongoing rogue purchases cascade into systemic breakdowns for procurement teams and enterprises: Spending leaks

through off-contract channels, supplier databases balloon with duplicate and one-off vendors, and finance leadership faces mounting pressure to improve working capital metrics without adding head count or disrupting the purchasing workflows that employees rely on. Procurement and accounts payable teams absorb the resulting burden through manual data entry, supplier onboarding and record management policy exception reviews, invoice reconciliation and payment administration — activities that deliver minimal strategic value while increasing processing costs and diverting capacity from higher-impact work such as strategic sourcing and financial planning.

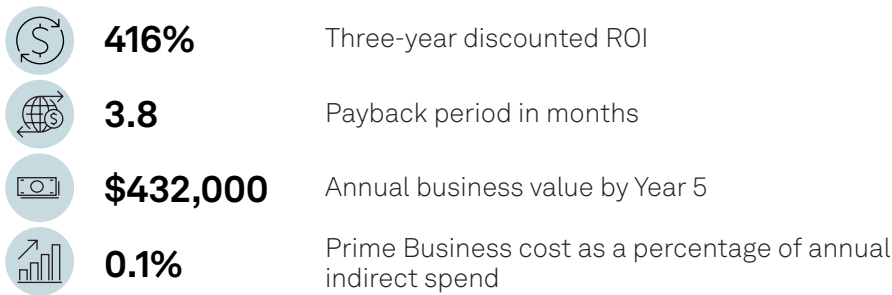
At enterprise scale, with thousands of employees across dispersed locations and fragmented enterprise resource planning (ERP) integrations, the gap between what procurement can govern and what employees spend widens quickly. For organizations that embed the exclusive features of Prime Business into their procurement workflows, this operational friction is reduced and efficiencies compound in value over time and at scale: What begins as an end-user productivity benefit matures into a strategic asset that shapes supplier relationships, improves cash flow and enables data-driven procurement decisions. Prime Business curbs rogue purchasing by reducing the purchasing delays and complexity that drive employees outside approved channels without sacrificing purchasing controls.

Research purpose

The purpose of this Technology Impact on Business study is to measure the financial impact of an Amazon Business account with a Prime Business membership on customers. This report is grounded in extensive research and analysis of six Prime Business members’ deployments, supplemented by a commissioned survey of 305 additional Prime Business members, and provides strategic insights for procurement, finance and operations leaders evaluating or expanding their relationship with Amazon Business.

Model framework and composite organization

Figure 1: Study highlights – composite organization



451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.



Employee rogue purchases

“You could see why someone, if they wanted something, they’re not going to wait. If they know they won’t get a delivery ‘til Thursday, they want to order this, and they want it now. ... You can see why they would purchase outside of ... the preferred suppliers.”

Procurement manager
Engineering & professional services
10,000+ employees

Figure 2: Model framework

Driver	Definition	How Prime Business drives it
Total cost of ownership (TCO)	Fully loaded cost of deploying and operating Prime Business over the horizon: one-time setup plus recurring annual costs. TCO is the denominator in the ROI calculation and the investment base against which business value is measured.	
Initial implementation	One-time Year 0 cost to configure account settings, connect procurement systems (e.g., punchout to SAP, Coupa, Oracle), set approval paths and onboard administrative teams.	Deployment is bounded by administrative setup and systems integration. Prime Business technical onboarding requires weeks rather than months, minimizing up-front capex.
Recurring costs (subscription + O&M)	Annual operating expenses in Years 1–5 to maintain platform rules, manage user rosters and renew the membership plan.	Self-service administration allows policy updates and user-permission adjustments directly via the UI, requiring minimal ongoing IT support.
Business value	The aggregate annual economic benefit generated by Prime Business, measured as the sum of the four drivers below.	
Procure-to-pay optimization	Aggregate operational and financial value from streamlining accounts payable workflows and optimizing working capital via consolidated billing and extended payment terms.	Consolidates thousands of individual transactions into centralized monthly reconciliation through a business credit account, while extending days payable outstanding (DPO terms up to Net 45/60) to optimize corporate cash flow.
Spend governance	Financial savings achieved by combining real-time spend visibility with policy enforcement to reduce maverick (off-contract) spend and steer purchasing toward preferred/discounted items.	Base Amazon Business provides catalog choice, while Prime Business unlocks Spend Visibility dashboards and Guided Buying policies (including restricted/blocked categories and predetermined manager oversight) to systematically guide user behavior.
Supplier rationalization	Labor and administrative savings gained by eliminating the upkeep, catalog updates, price renegotiations and punchout integration maintenance of legacy tail-spend vendors.	Displaces thousands of disparate supplier relationships by consolidating tail spend into a single multi-seller platform, eliminating the manual overhead of supplier record audits and catalog hosting.
Purchaser enablement	Labor time saved by employees when searching, evaluating and purchasing compliant indirect goods compared to legacy multistep procurement workflows.	Leverages an intuitive interface with fast search, clear product ratings and streamlined 1-click approvals, significantly reducing cycle time per order.

451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.

451 Research built a five-year financial model across six enterprise customer deployments and supplemented by 305 surveyed customers to quantify total cost of ownership (TCO) — covering implementation, operations and maintenance (O&M) and subscription costs — and business value across four categories: purchaser enablement, spend governance, procure-to-pay (P2P) optimization and supplier rationalization.

This model intentionally limits the analysis of Amazon Business shipping benefits for enterprises, which could include consolidated delivery, multi-item pallet delivery and additional Amazon Day savings, all of which accrue to all subscribers regardless of subscription tier. Prime Business is a membership program within the broader

Amazon Business purchasing environment. It is a subscription intended to enhance the overall buying experience through exclusive member benefits, rather than being a stand-alone solution.

Accordingly, the study evaluates the financial impact experienced by customers buying on Amazon Business with a Prime Business subscription, focusing on outcomes that the program directly enables or materially strengthens. Some outcomes depend more heavily than others on foundational Amazon Business capabilities. These benefits are included because they formed part of the observed customer experience and modeled future state, but they should not be interpreted as benefits created by Prime Business alone.

Composite organization

Procurement leaders at US-based enterprises with global operations | 5 enterprises, 1 large nonprofit

WHO WE SPOKE TO (n=6)

Director of global sourcing

Electronic measurement manufacturing
10,000+ employees

Procurement operations manager

Food & beverage
10,000+ employees

Manager of indirect procurement ops

Semiconductor manufacturing
10,000+ employees

Senior manager of global indirect procurement

Family entertainment mfg.
10,000+ employees

Procurement manager

Infrastructure consulting
10,000+ employees

Procurement manager

Nonprofit healthcare
1,000-5,000 employees

COMPOSITE FIRMOGRAPHICS

EMPLOYEES

~ 12,400

Min-max range: 4,500–20,000

REVENUE

~ \$9.2 billion

Min-max range: \$7.5 billion-\$12 billion

INDIRECT SPEND

\$65 million

Min-max range: \$4.5 million-\$175 million

Composite values represent the modeled organization derived from six Prime Business customer deployments; ranges show the minimum and maximum values reported by participants.

PRIME BUSINESS DEPLOYMENT

MONTHS OF MEMBERSHIP

77

Min-max range: 48-100

ACTIVE AMAZON BUSINESS USERS

1,000

Min-max range: 400-1,600

ANNUAL AMAZON BUSINESS SPEND

\$2 million

Min-max range: \$749,000-\$5.5 million

ANNUAL AMAZON BUSINESS ORDERS (VOLUME)

10,200

Min-max range: 2,000-20,400

451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.

The research combined six in-depth interviews with Prime Business members supplemented by a broader survey of 305 additional customers. Interviews with procurement leaders at enterprise organizations — with a composite average of \$9.2 billion in annual revenue, 12,400 employees, and \$65 million in indirect annual spend — provided detailed operational context and data on costs, time savings and realized business value. The survey expanded this analysis across a larger customer base, capturing additional dollar- and percentage-based measures related to productivity gains, maverick spend, purchasing efficiency and other outcomes. Together, they provide a comprehensive picture of deploying Prime Business, the costs involved and the value the organization realizes.

That said, many respondents focused on the combined benefits of Amazon Business with a Prime Business subscription rather than isolating which improvements were attributable to each individually; as a result, some minor value attribution to Prime Business may have occurred. 451 Research has made its best effort to limit this and to call out where findings specifically reflect Prime Business’s incremental contribution.

Before state

Before implementing a formal Amazon Business with Prime Business purchasing strategy, organizations operated in a highly fragmented procurement environment characterized by manual processes, significant unplanned spending and unwieldy supplier databases. Employees relied on legacy systems that required significant time, severely draining organizational productivity. Frustrated by these administrative bottlenecks, workers frequently resorted to “rogue” purchasing via personal accounts and corporate P-cards, creating severe blind spots for finance and procurement teams. This decentralized behavior ultimately flooded internal databases with thousands of duplicate, unmanaged supplier profiles, placing a heavy and continuous administrative burden on accounts payable.

It is worth noting that the six research participants were already established Amazon Business customers before adopting a Prime Business subscription — Prime Business requires an existing Amazon Business account. This analysis focuses on the net value-add of the Prime Business membership on top of that foundation. The pain points that Prime Business addressed, as described above — rogue purchasing, overwhelmed procurement teams, fragmented supplier databases — stemmed largely from other legacy procurement systems, catalogs and off-contract workflows operating alongside Amazon Business, not Amazon Business itself.



Key findings



Five-year financial impact: After five years of Prime Business deployment, the composite organization recognized a five-year net present value (NPV) of \$973,400 and a payback period of approximately 3.8 months. The composite organization secured a three-year discounted return on investment (ROI) of 416%, with compounding business value driving this impact. Early productivity gains broadened into spend governance, supplier rationalization and working capital outcomes, with membership cost accounting for approximately 0.1% of annual indirect spend.



Reduction in maverick and unplanned spend: Properly governed decentralized purchasing translates directly into reduced spend leakage. Surveyed large organizations reported a 13% average reduction in unplanned and ad hoc spend after adopting Prime Business. Nearly all surveyed customers (93%) say their data availability and visibility into purchasing activity have improved since adopting Prime Business, enabling procurement teams to identify off-contract leakage in real time and correct it before it compounds.



Value trajectory and maturity curve: Prime Business value follows a common compounding arc for enterprise customers. The initial phase typically delivers end-user productivity gains and vendor consolidation; the second phase accelerates back-office benefits for finance and procurement, and customers that have subscribed to Prime Business for several years drive global spending standardization, ESG sourcing (if part of their organizational goals) and working capital optimization.



Organization-wide productivity gains: Prime Business delivered 12%-14% time savings and exceeded 20% departmental productivity gains across stakeholder groups (procurement, finance, etc.) for customer survey respondents.



Enterprise decentralized spending — a governance imperative: Before Prime Business, larger enterprises had a higher rate of employees making rogue purchases (35%) compared to smaller-sized organizations — a reflection of how decentralized workforces default to off-contract spending when approved channels are slow or difficult to use. With Prime Business, that dynamic reverses: Larger surveyed customers report a higher average percentage of non-procurement employees who make authorized purchases (38%) compared to small companies (28%), demonstrating that Prime Business enables governed, decentralized purchasing at enterprise scale rather than simply constraining purchasing activity.



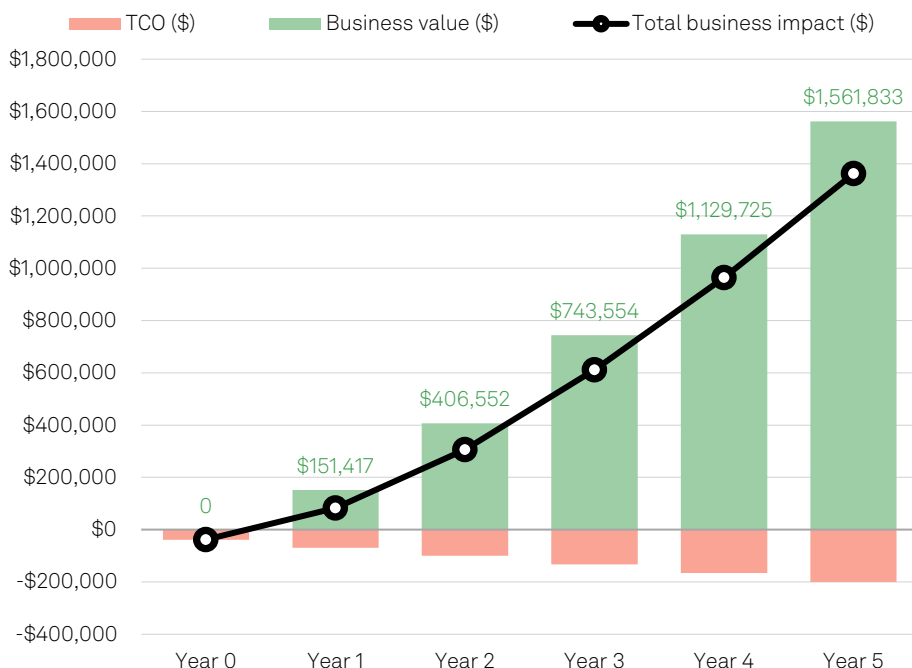
Features that compound with tenure and scale: Certain Prime Business capabilities become significantly more valuable as deployments mature and organizations grow. For example, 64% of survey respondents who have subscribed to Prime Business for over two years say Spend Visibility is one of the most valuable Prime Business features, and Block capabilities also become more valuable as deployments mature.

Composite annual financial impact

For the composite organization, modeled from aggregated data and characteristics across the six research participants, Prime Business delivered a five-

year NPV of roughly \$973,400, a three-year discounted ROI of 416% and a payback period of approximately 3.8 months.

Figure 4: Prime Business financial impact



\$973,445

NPV (5-YEAR)

416%

ROI (3-YEAR, DISCOUNTED)

3.8 months

PAYBACK PERIOD

607%

5-YEAR DISCOUNTED ROI

10%

WEIGHTED AVERAGE COST
OF CAPITAL

451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.

For the six enterprise research interviewees, Prime Business represented a very small share of overall spending relative to the value it delivered. Prime Business's total cost accounted for about 0.1% of the composite organization's annual indirect spend, helping to contextualize its short payback period and low total cost of ownership.

Total cost of ownership

The TCO for implementing and managing Prime Business, as described by the six enterprise respondents, is composed of two core cost buckets:

- **Initial implementation:** Deployment is bounded by administrative setup and systems integration. Prime Business technical onboarding requires weeks rather than months, minimizing up-front capital expenditures.
- **Recurring costs (subscription + O&M):** Self-service administration allows policy updates and user permission adjustments to be made directly via the UI, requiring minimal ongoing IT support.



Implementation support

“The reason we went with Amazon is they do all that for you. So, if I had to go build a punch-out to another supplier, I would have to have probably two to three people on my own team that would just be managing that punch-out.”

Director of global sourcing

Electronic measurement manufacturing
10,000+ employees



Education

“We do quarterly mandatory trainings with our procurement system users, and it's for all 600 of them. So, we do a full training with them on the full system, and a part of that is our Amazon punch-out.”

Procurement manager

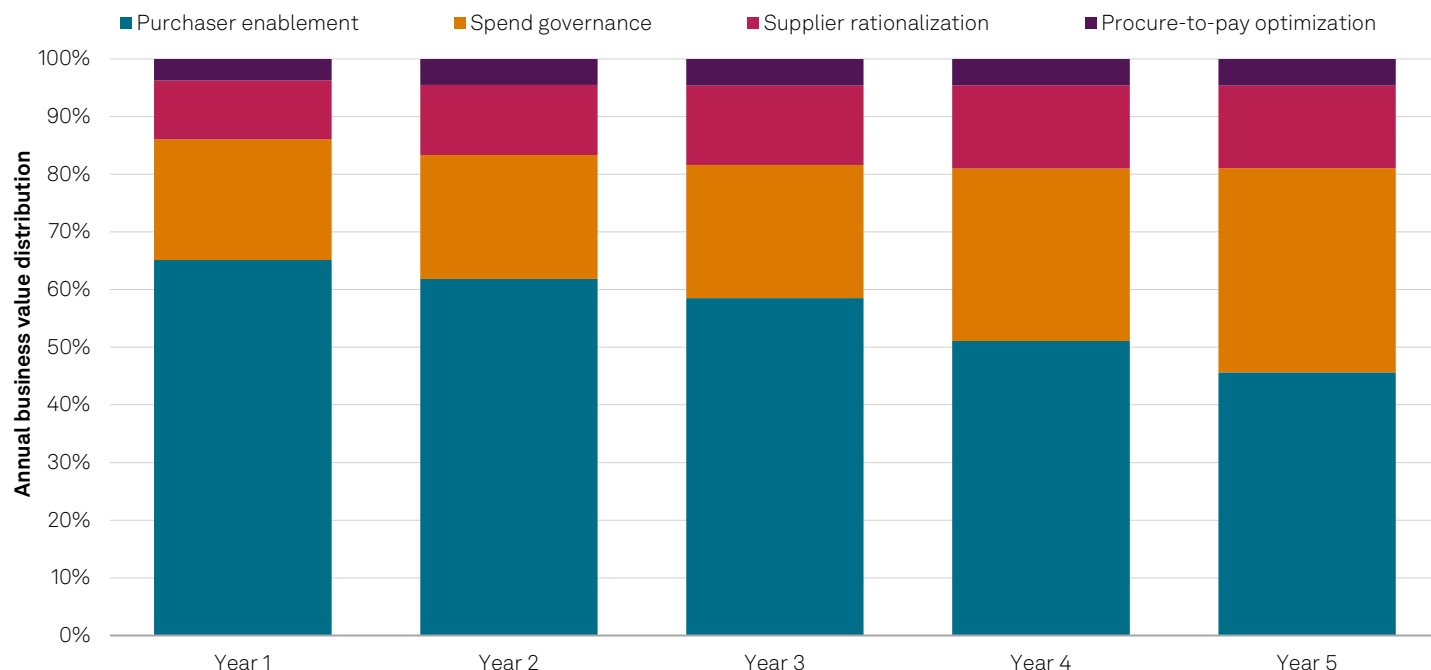
Nonprofit healthcare services
1,000-5,000 employees

Annual recurring costs increased marginally year over year, as some O&M is required to support more users being trained and onboarded across the enterprise, including the expansion of Prime Business to specific countries. Some interviewees said that enforcing change management through training required more effort, while others cited Prime Business's support.

Business value

The annual business value quantifies the benefits of the Prime Business subscription over 12 months. The composite organization recognized an annual business value of \$151,417 in year one, growing to \$432,108 by year five.

Figure 5: Business value mix of Prime Business



451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.

The business value of Prime Business includes four primary segments, with relative changes in financial impact over time:

- **Purchaser enablement:** Amazon Business simplifies access to the product catalog with an intuitive, consumer-like experience. Prime Business adds guardrails that steer employees toward preferred products and restrict purchases outside company policy. Together, they make it easier for employees to find and buy what they need within company purchasing policies, greatly reducing order cycle times. Considering the size of interviewees' organizations and the number of end users, this was the most significant benefit, especially initially, representing 65% of the value in year one.
- **Spend governance:** Base Amazon Business provides catalog choice, while Prime Business unlocks Spend Visibility dashboards and Guided Buying policies (including blocked categories) and predetermined purchasing controls to guide



Spend Visibility

“Another opportunity, which is really difficult, is how do we capture spend that is out of compliance or policy? ... We look at all orders on punch-outs at the end of the day. We take a look at the purchasing behavior ... we then raise it and say, hey, you know, you're purchasing what appears to be out of policy.”

Senior manager of global indirect procurement

Family entertainment manufacturing
10,000+ employees

user behavior systematically. These governance tools, including Spend Anomaly Monitoring, are not just for control; they provide critical data needed to identify problems and enable strategic goals. As organizations mature their Prime Business deployment, spend governance becomes increasingly valuable, making up 35% of annual value in year five. As spending data reaches critical mass, procurement can leverage analytics to proactively identify and correct off-contract “rogue spend,” while using multiyear historical data on diverse supplier purchases as a strategic tool to potentially bid on and win major new business contracts.

- **Procure-to-pay optimization:** Consolidates thousands of individual transactions into centralized monthly reconciliation through a Business Credit Account, while extending days payable outstanding (DPO) terms up to net 45 or net 60 to optimize corporate cash flow. Prime Business real-time reporting helps accounts payable teams to proactively resolve payment bottlenecks without manually hunting down employees for approvals.

Figure 6: Prime Business invoice payment terms

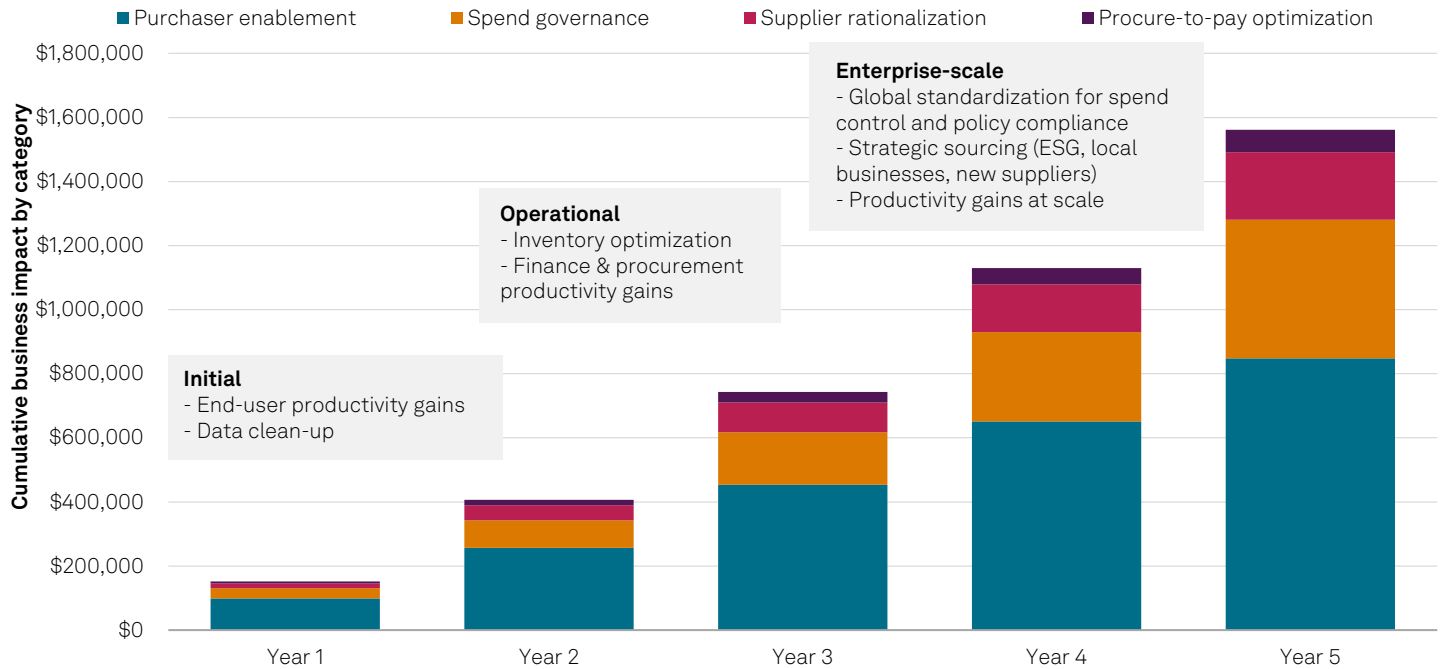
	Survey (n=305)			Composite
	Average	Small (1-499)	Large (500+)	
Invoice payment terms BEFORE Prime Business	30	30	30	32
Invoice payment terms AFTER Prime Business	40.5	38.1	42.7	38
Percent increase	35%	27%	42%	19%

Q: What are your organization's invoice payment terms today vs. invoice payment terms before the Prime Business subscription?
Base: All respondents (n=305; composite analysis, n=6).
451 Research custom survey commissioned by Amazon and composite analysis.
Source: 451 Research by S&P Global.

- **Supplier rationalization:** Displaces thousands of disparate supplier relationships by consolidating tail spend into a single multi-seller subscription, eliminating the manual overhead of supplier record audits and catalog hosting. While reducing exposure to disparate suppliers is a key benefit, the membership’s true value lies in enforcing systemic data governance failures. One respondent organization leveraged Prime Business alongside its enterprise resource planning (ERP) tools and Amazon Business to help slash a “diluted” and chaotic vendor master database from an unmanageable 23,000 profiles down to 7,000 — a reduction of more than 70%. In this instance, Prime Business helped the organization consolidate tail spend while operationalizing strategic sourcing best practices by enforcing Guided Buying policies that prevented ongoing and future creation of duplicative and out-of-policy supplier records.

Mapping Prime Business value over time

Figure 7: Prime Business value over time



451 Research composite analysis and custom modeling.
Source: 451 Research by S&P Global.

While each organization is unique, the six customers represented in the composite organization reported a similar value trajectory. Early in deployment, value came primarily from end-user purchasing efficiency and rapid productivity gains across large employee populations. As adoption matured and more indirect spend moved through the subscription, higher-order benefits — such as spending control, policy compliance and working capital optimization through improved cash flow terms — accounted for a larger share of total business value.

- **Initial:** Value is largely centered on end-user adoption, productivity gains and the derivative impacts of data cleanup (i.e., vendor consolidation).
- **Operational:** Integration has stabilized, spending has matured, inventory is increasingly optimized and productivity gains materialize for back-office finance and procurement. Organizations expand addressable spending and embed controls into procurement workflows.
- **Enterprise-scale:** Adoption has matured far past a purchasing catalog into a compounding financial and strategic asset. Global standardization of spending control and policy compliance, strategic sourcing (ESG, local businesses, new suppliers), productivity gains at scale and the benefits of working capital lead to significant gains.



End-user productivity

“Before, they had to put in every single line on their own. They had to go through about four different pages to put in one order. ... So, it would take them a good 20 to 30 minutes just to put in one requisition. Now it just takes them about a good 5 to 10 minutes to put in their order.”

Procurement manager
Nonprofit healthcare services
1,000-5,000 employees

The value multiplier of Prime Business occurs when customers pass the inflection point, where a membership moves beyond an employee purchasing benefit and becomes embedded in procurement workflows. Greater spending routed through the membership experience yields greater visibility and control while also creating the scale needed to rationalize suppliers and improve payment terms.

Prime Business value becomes clearer with experience: Shipping benefits remain the anchor, but longer-tenured Prime Business users increasingly value the control and intelligence layered around purchasing.



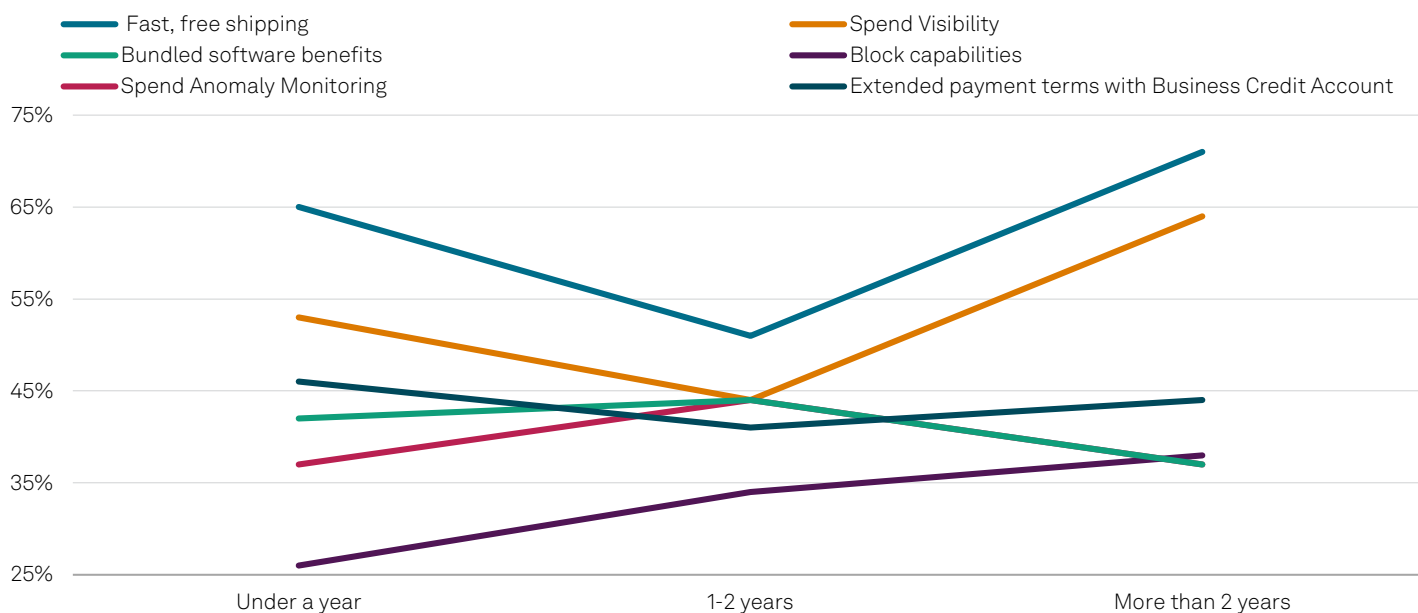
Support customer growth

“To win customer business in the government sector, they wanted to see that we do support small businesses and just kind of providing some metrics for that. That’s something that I can go into Prime Business myself as administrator and look at and pull. I don’t think that every supplier has that information readily available or it’s as easy to access. So, from that standpoint, that’s another benefit.”

Procurement manager

Engineering & professional services
10,000+ employees

Figure 8: Most valuable Prime Business features by subscription duration



Q. Which Prime Business features provide the most value to your organization?

Base: All respondents (n=305).

451 Research custom survey commissioned by Amazon.

Source: 451 Research by S&P Global.

Spend Visibility rises from 53% among newer members to 64% after two years, while Guided Buying block capabilities also grow in importance over time. Prime Business evolves from a shipping proposition into a broader procurement, governance and cash-flow tool as some Prime Business features close the gap in value relative to fast, free shipping. Larger organizations place greater value on Prime Business’ Spend Visibility (59% of customers with over 1,000 employees cited) and Spend Anomaly Monitoring (52%) capabilities, reflecting the stronger need to govern decentralized purchasing, identify expectations and maintain control at scale.



Supplier consolidation

“One of our main goals ... is supplier reduction. We have thousands of suppliers, and we want to try to reduce that ... a lot of our spend is what we call the tail of the tail. So, it’s very low spend, but across many, many different suppliers. So, it is a huge administrative burden.”

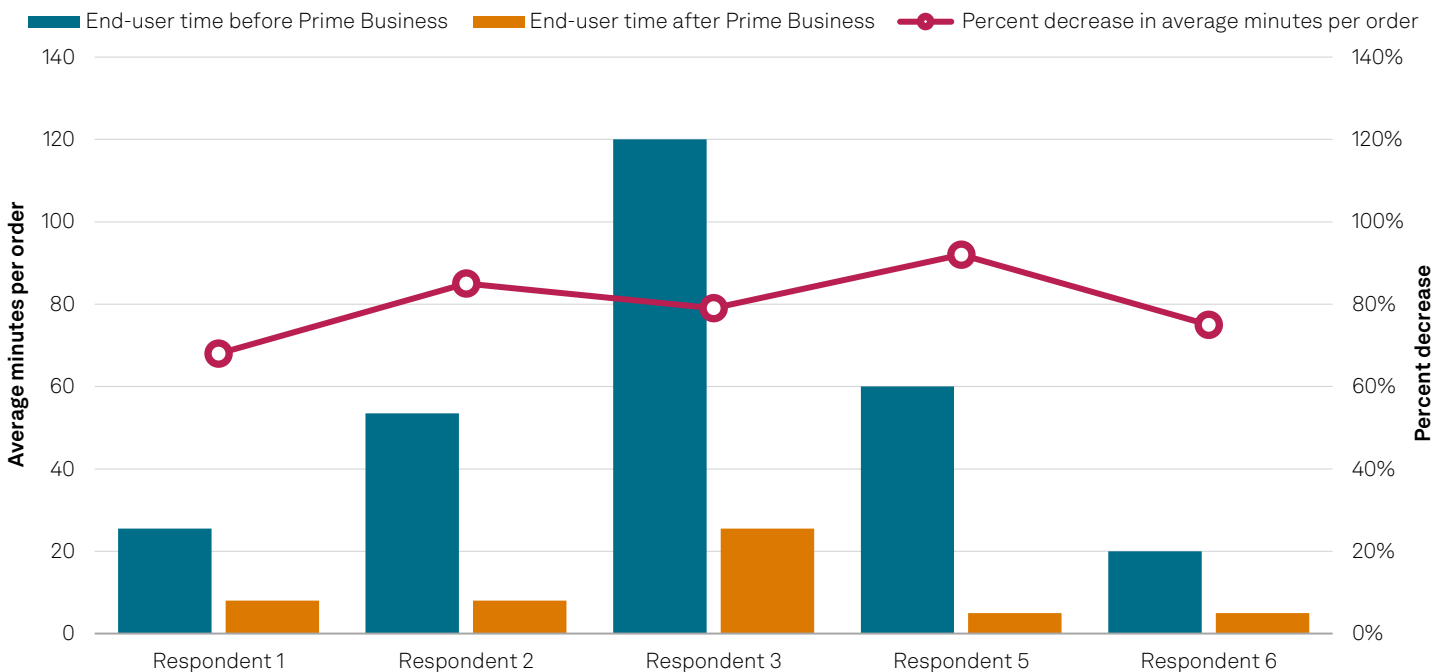
Senior manager of global indirect procurement

Family entertainment manufacturing
10,000+ employees

Productivity improvements across several stakeholders

The six research participants experienced much more dramatic end-user productivity gains from implementing Prime Business, as it replaced ordering processes derived from their legacy procurement process. Even a few minutes saved can add up to dramatic time savings when multiplied across thousands of users at enterprise scale.

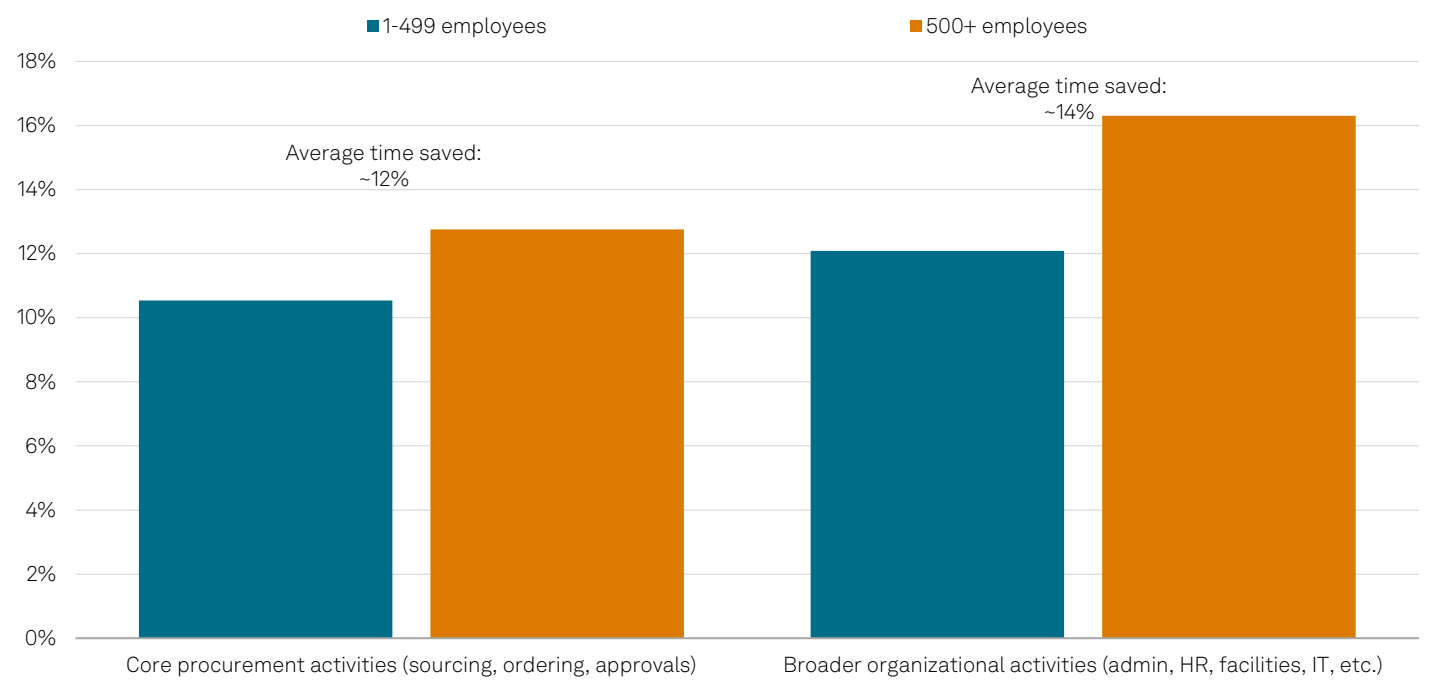
Figure 9: End-user time spent searching to order before and after Prime Business



Respondent 4 did not provide data for this chart.
451 Research composite analysis and custom modeling.
Source: 451 Research by S&P Global.

The 305 Prime Business customer survey respondents echoed this organization-wide impact. They report meaningful efficiency gains across the organization, averaging 12%-14% in time savings and more than 20% departmental productivity gains. The two are interrelated, as these time savings represent actual minutes removed from purchasing and administrative tasks; the resulting productivity gain comes from redeploying those same hours to handle more work or undertake higher-value activities without increasing head count.

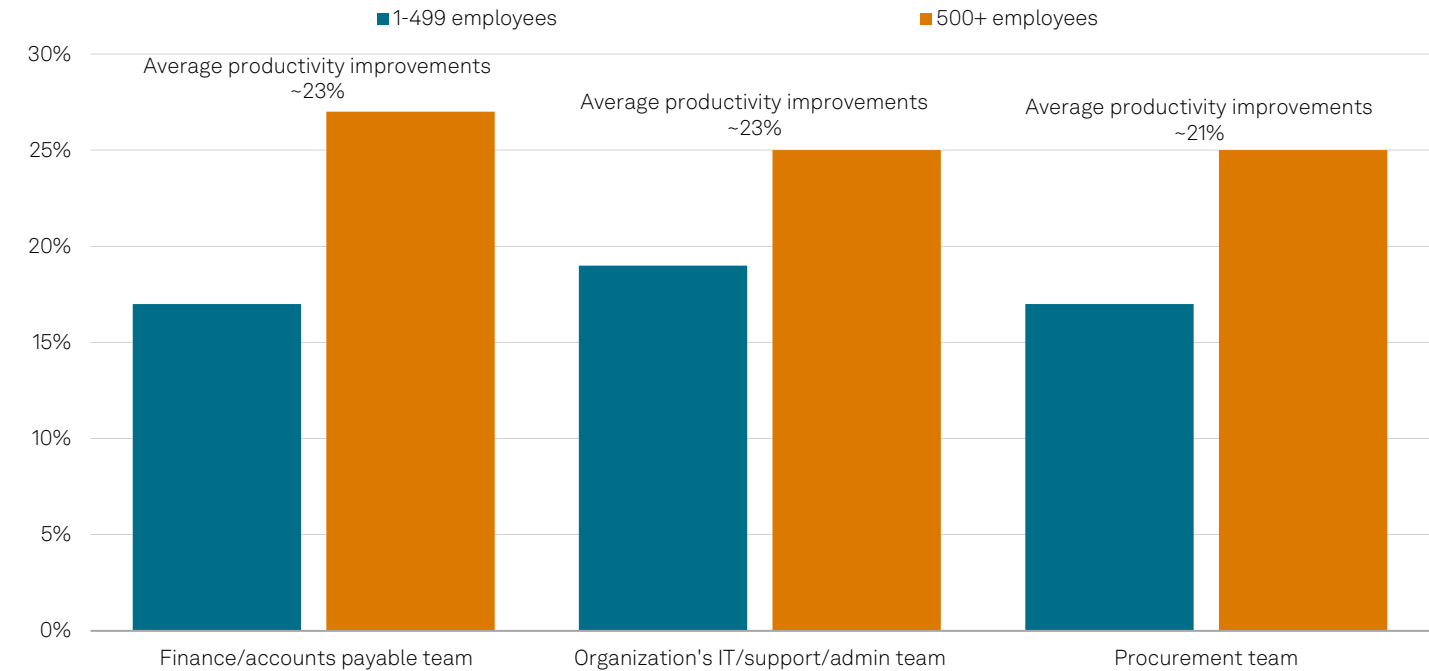
Figure 10: Average time saved by activity and company size



Q: Since adopting Prime Business, how much time has your organization saved in the following areas
Base: All respondents (n=305).
451 Research custom survey commissioned by Amazon.
Source: 451 Research by S&P Global.

As with the six research participants, the survey respondents from large companies reported significant productivity gains. On average, survey respondents reported a 22% improvement in purchasing efficiency with Prime Business, with Enterprise plan respondents reporting a 27% improvement.

Figure 11: Average productivity improvements by department and company size



Q: Based on your best estimate, how much has Prime Business increased the productivity of your organization's procurement team's vs IT support/admin vs accounts payable/finance?
Base: All respondents (n=305).
451 Research custom survey commissioned by Amazon.
Source: 451 Research by S&P Global.

The impact is consistently stronger among companies with more than 500 employees, suggesting Prime Business becomes more valuable as purchasing processes, approval layers and administrative complexity increase.

Value realized using Amazon Business with a Prime Business subscription, across both general organizational end users and specific departments, included:

- **End users:** Delivers immediate value by providing a frictionless, intuitive experience that compresses order cycles from hours to minutes, freeing up time for operational tasks.
- **Procurement & IT:** For these Prime Business support functions and beneficiaries, Prime Business drives long-term value by automating “tail of the tail” spending to eliminate thousands of duplicate legacy supplier profiles while simultaneously avoiding significant IT overhead through Amazon’s prebuilt and fully managed P2P integrations.
- **Accounts payable/finance:** Value is captured through the transition to a highly automated, “touchless”

invoice-matching workflow, paired with near-real-time reporting that allows the team to proactively resolve payment blocks and negotiate favorable, cash-flow-optimized payment terms such as net 60.

This demonstrates a clear value journey in which Prime Business impact begins with immediate, front-line productivity gains for end users before maturing into significant, long-term strategic and financial wins for procurement, IT and finance.



End-user productivity

“Versus now they’re going into the system, clicking through what you want, placing an order, and it’s pretty much automatic now, taking 5 to 10 minutes, just depends on how long you’re on the Amazon site, putting your order together.”

Procurement manager

Engineering & professional services
10,000+ employees

Limiting unplanned and maverick spend while enabling decentralized purchasing

Unplanned spend — purchases of goods and services that support day-to-day operations without directly influencing the company’s products — often involves urgent, low-value or hard-to-source items required by decentralized teams. When approved purchasing channels are slow, narrow or difficult to use, employees may buy elsewhere, creating maverick or rogue spend: purchases made outside established procurement policies or approved channels. This contributes to supplier sprawl, off-contract spending and incomplete purchasing data. At enterprise scale, decentralized purchasing across thousands of employees, locations and suppliers can quickly spiral beyond procurement’s capacity to manage, multiplying one-off vendors, off-contract orders and blind spots in spending. The research participants’ organizations generally had sizable scaled-out operations; composite organizations averaged 12,400 employees, 8,433 suppliers before Prime Business and \$65 million in indirect spend.

Prime Business helps organizations preserve the speed and autonomy that decentralized teams need while giving procurement a single, governed channel to bring purchasing under visibility and control. After deploying Prime Business, large companies reported a higher percentage (38%) of non-procurement employees making authorized purchases.

Prime Business enables more non-procurement employees to make authorized purchases through an approved purchasing channel, reducing the procurement team’s workload and limiting off-contract spending. When large organizations surveyed paired that autonomy with centralized visibility and purchasing controls, they reported an average 13-percentage-point reduction in unplanned and ad hoc spending after subscribing to Prime Business. By contrast, before adopting Prime Business, Enterprise Prime Business plan users reported the highest average rate of employees making rogue purchases (35%).

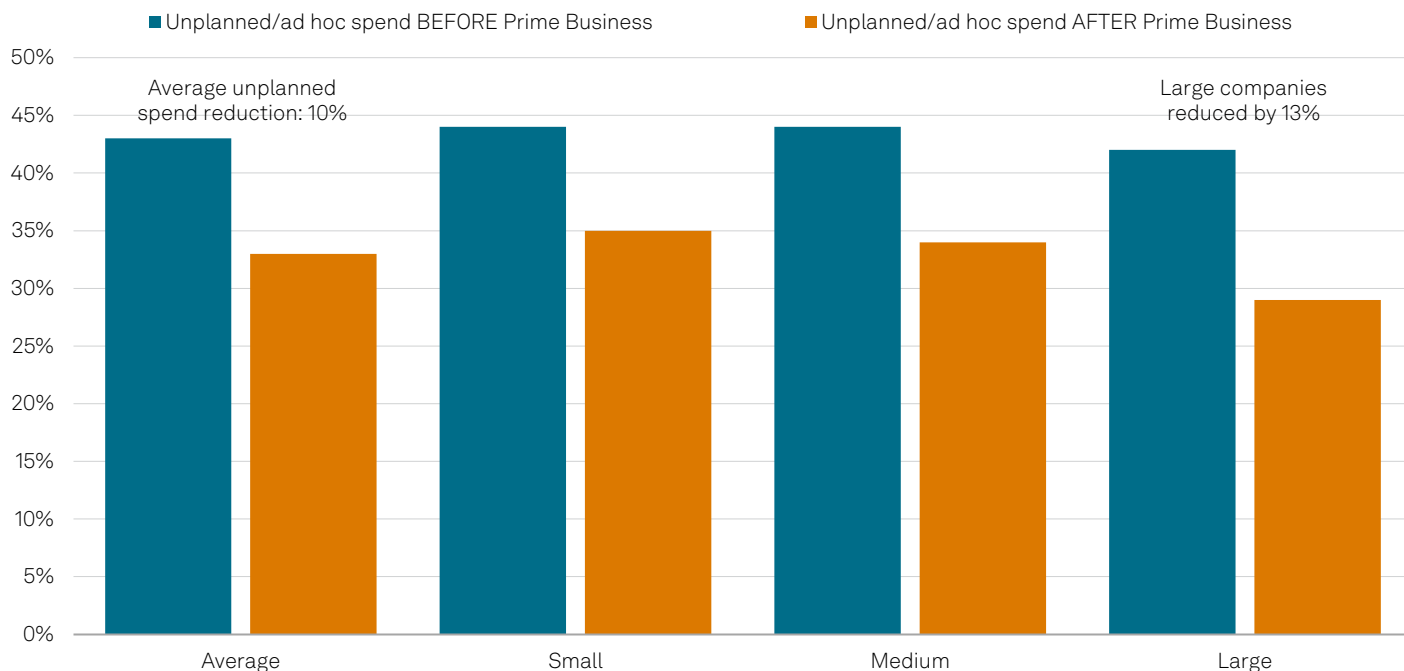


Enterprise rogue spend

Prior to Prime Business, Enterprise Prime Business plan users had the highest average rate of employees making rogue purchases (35%).

All survey respondents (n=305)

Figure 12: Larger companies report a greater reduction in unplanned spending



Q. Unplanned/ad hoc spend (e.g., one-off requests, urgent replacements) - Before adopting Prime Business - How would you estimate your organization's purchasing across the following types? After adopting Prime Business, would you estimate your organization's purchasing across the following types?

Base: All respondents (n=305).

451 Research custom survey commissioned by Amazon.

Source: 451 Research by S&P Global.

Prime Business unlocks these improvements in unplanned spending and enables decentralized yet governed purchasing with:

- **Spend Visibility:** Interactive dashboards on Amazon Business orders, spending patterns and policy compliance, helping procurement identify purchasing leakage and areas for intervention.
- **Policy-compliant purchasing:** A familiar, broad purchasing experience gives employees across the company a practical, approved channel for urgent and hard-to-source indirect purchases, with tools that drive compliance with buying policy, reducing the need to buy outside of policies.
- **Guided Buying:** Administrators can prefer, restrict or block specific products and sellers and configure approval workflows (blocking is a member-exclusive capability). Spend Visibility insights further inform where these controls are most needed.
- **Long-tail purchasing:** Reduced friction in long-tail purchasing achieved by consolidating eligible indirect purchases through Amazon Business can reduce one-off vendor setup and administrative burden while preserving procurement oversight.

Together, these Prime Business capabilities help to shift procurement away from reacting to fragmented, off-contract purchases and toward proactively guiding decentralized spending, without creating a bottleneck for employees who need to make purchases.



Data visibility into spending

93% of Prime Business customers surveyed say their organization's data availability and visibility into purchasing and spending activity has somewhat or significantly improved since adopting Prime Business

All survey respondents (n=305)



Guided Buying

"The catalog itself has provided the ability to add policies and, and guidelines and be able to block items ... that's a big benefit for us."

Procurement operations manager
Food & beverage
10,000+ employees

Validated customer deployment analyses

Analysis 1: Global food and beverage manufacturer

Deployment scenario and challenges

The food and beverage manufacturer’s journey began with a massive, companywide ERP transformation in 2018. The organization was retiring a 20-year-old legacy system and migrating to a modern P2P platform. This migration forced the organization to confront the “nightmare” of its existing procurement processes. The company discovered that a large, uncontrolled portion of indirect spend was already happening on Amazon through personal accounts and corporate P-cards. Recognizing this, the organization decided to formalize the relationship and implement Prime Business alongside its first integrated punch-out catalog on the new P2P system. The primary goal was to use this experience as a strategic lever to centralize tail spend, eliminate manual processes and clean up chaotic vendor master data from day one of the new ERP system’s go-live.

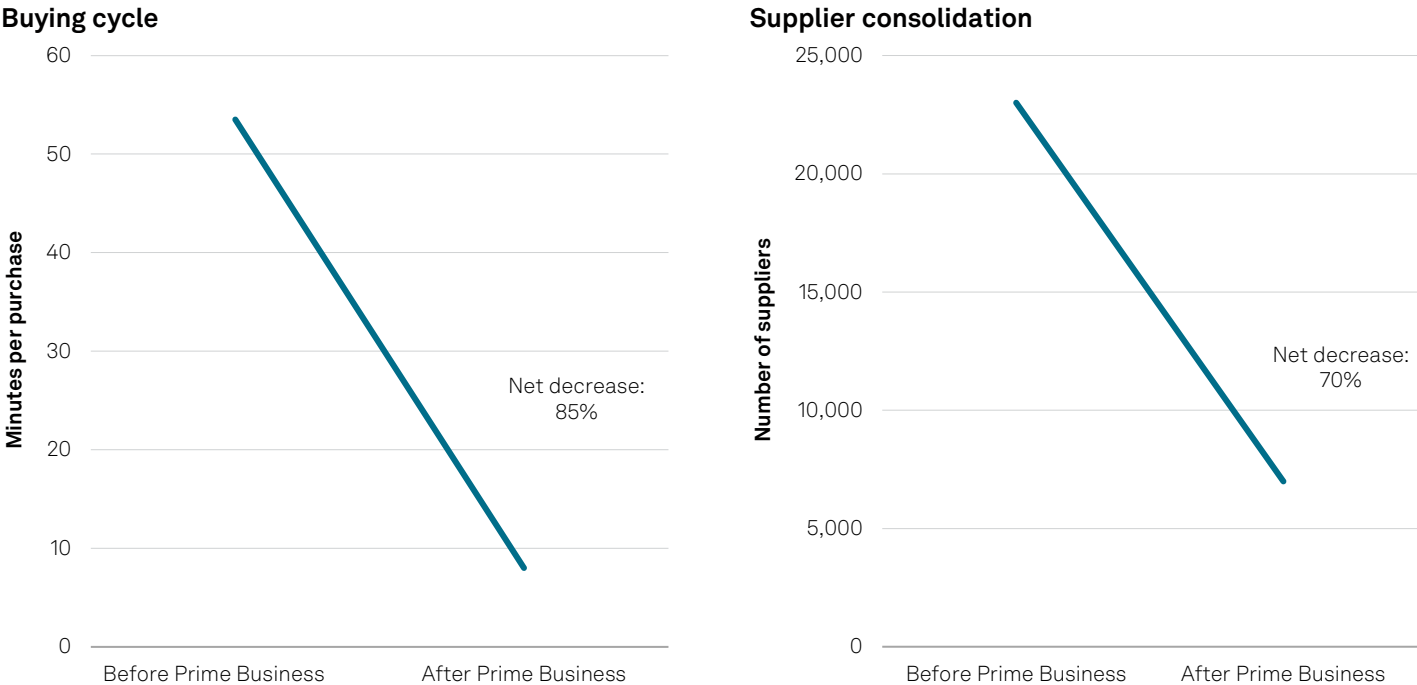
Research overview

	Firmographics	Procurement operations manager
		FTEs: 10,000+
		Indirect spend: \$10 million+
	Deployment	Prime Business subscription duration: 96 months
		PB plan: Enterprise
		Active PB users: 1,600

Prime Business measurable benefits

- **Massive-scale vendor consolidation:** By channeling tail spend through Amazon Business and a Prime Business membership, the company was able to conduct a massive data cleanup, slashing its active supplier list from 23,000 to 7,000 and eliminating the audit overhead associated with managing unnecessary vendor records. Prime Business helped the organization operationalize strategic sourcing best practices by enforcing Guided Buying policies, thereby preventing the creation of duplicative and out-of-policy supplier records.
- **Significant AP and end-user productivity gains:** The subscription helped eliminate the manual “Expense Express” process. This reduced processing time per transaction to about one hour, freeing up capacity for both employees and back-office departments.
- **Visibility into rogue spend:** Using the Spend Visibility dashboards, the procurement team identified hundreds of thousands of dollars in ongoing rogue spend outside the official catalog, enabling the team to target leakage directly.

Figure 13: Validated customer analysis No. 1: Buying cycle and supplier consolidation



451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.

Analysis 2: Nonprofit healthcare services

Deployment scenario and challenges

This nonprofit healthcare services organization operates in a uniquely challenging environment. Its workforce consists of 600+ managers distributed across more than 400 physical locations, and these managers are primarily “hands-on” caregivers, not professional office or desk workers or procurement specialists. Their “before state” was a highly manual requisition process. Managers had to navigate multiple screens and manually enter every line item, a process that was slow, frustrating and a significant distraction from their primary duties. The respondent stated it took a “good 20 to 30 minutes” just to submit one requisition. A major accounts payable bottleneck was getting managers to “receive” orders in the system after delivery. With hundreds of locations, the accounts payable team had no easy way to identify who was holding up an invoice, resulting in payment delays and manual follow-up. The organization implemented Prime Business concurrently with the rollout of a new cloud-based procurement system.

The primary goal of the project was not complex financial optimization, but pure simplicity and ease of use. The organization needed a purchasing solution intuitive enough for non-technical, time-constrained managers to adopt quickly, freeing them from administrative burdens and allowing them to focus on their core mission: patient and client care.

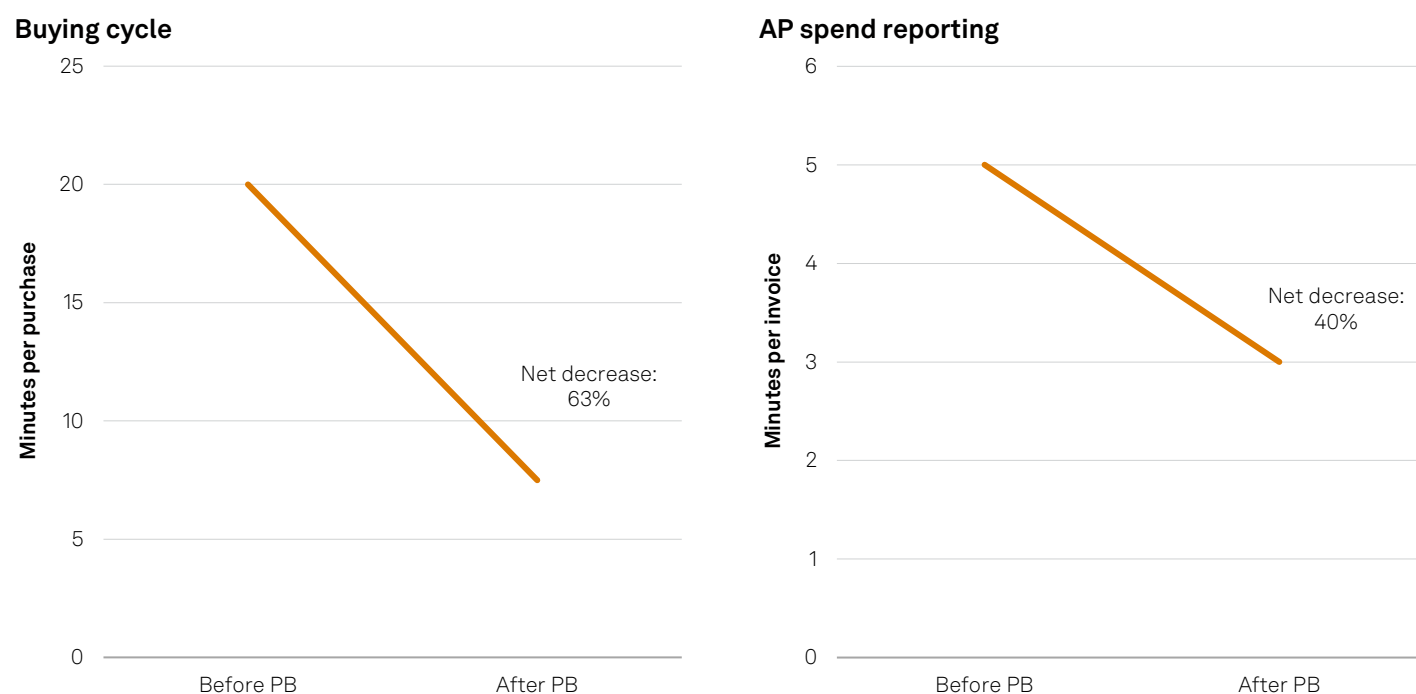
Research overview

Firmographics 	Procurement manager
	FTEs: 2,000
	Indirect spend: \$75 million+
Deployment 	Prime Business subscription duration: 36 months
	PB plan: Enterprise

Prime Business measurable benefits

- **Massive end-user productivity gains:** The project was highly successful in boosting productivity. The intuitive ease of Prime Business dramatically reduced the time managers spent on purchasing, slashing typical requisition time from 30 minutes to 5-10 minutes.
- **Direct mission reallocation:** Time saved was directly reinvested into the organization's core mission. The respondent emphasized that this efficiency meant managers could spend less time on computers and “more hands-on time with their staff and with the individuals” they serve.
- **Proactive AP productivity:** Prime Business's reporting visibility transformed the AP team's workflow. Instead of manually chasing down approvals, the AP team runs reports daily to identify orders that were delivered but not received. This allows them to proactively contact specific managers to resolve issues, significantly reducing payment cycle times.
- **Enabling strategic ESG goals:** The subscription service's reporting on diverse and local suppliers was cited as a “great feature” that allowed the organization to track spending with veteran-owned, small and local businesses, helping to meet organizational goals for community support.
- **Delivery speed:** The customer cited a more streamlined procurement process with faster and more predictable order fulfillment.

Figure 14: Validated customer analysis No. 2: Buying cycle and AP spend reporting



451 Research composite analysis and customer modeling.
Source: 451 Research by S&P Global.

Conclusion and considerations

Enterprise procurement teams face a growing convergence of pressures: legacy systems that constrain productivity, unwieldy supplier bases, maverick spend that erodes control and rising expectations from finance leadership to deliver tighter governance and better working capital outcomes — often without added head count. Modernizing indirect procurement is no longer a discretionary initiative. The purchasing channel has become a strategic lever for operational efficiency, financial discipline and competitive agility. Yet the path to better procurement is not without friction; organizations must navigate change management challenges, ERP integration complexity and end-user adoption risk. Demonstrating clear ROI is essential for building internal consensus to invest.

This Technology Impact on Business report quantifies that impact through detailed analysis of a select group of Amazon Business with Prime Business deployments, supplemented by a large, commissioned customer survey. Across these deployments, Prime Business delivered significant financial returns with a short payback period and strong multiyear ROI, while the total membership cost represented a minimal share of the composite organization's annual indirect spend. This was not a one-time efficiency gain. The value trajectory followed a clear arc: Initial end-user productivity gains broadened into spend governance and supplier rationalization, then matured into enterprise-scale outcomes including improved cash flow, policy compliance and data-driven sourcing. Realizing that value requires commitment: deep adoption, integrated workflows, and spending routed through the subscription at scale.

By transitioning procurement from a friction-heavy administrative bottleneck to an automated, data-driven enabler, Prime Business has proven that comprehensive spend visibility paired with robust guided buying can operationalize enterprise-scale best practices, reclaim critical human capacity and turn transactional tail spend into a source of strategic, long-term business value.



To learn more about Prime Business and the exclusive features associated with the membership program, visit <https://business.amazon.com/en/prime-business>

Research methodology and firmographics

Research process

Participant recruitment and data gathering: 451 Research worked with Prime Business to identify and recruit qualified customer participants based on predefined criteria. Participants submitted quantitative inputs via structured data intake. 451 Research then conducted follow-up interviews to confirm key figures and capture deployment context. Additionally, 451 Research ran a commissioned survey of 305 Prime Business members.

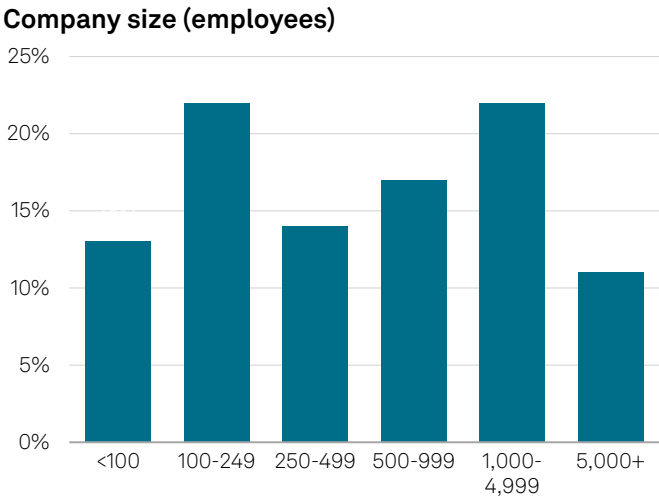
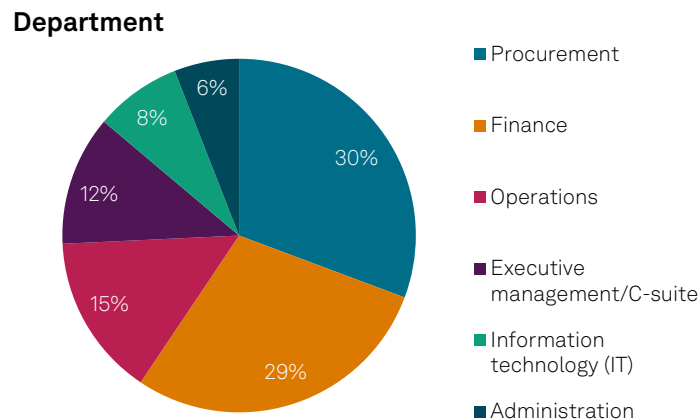
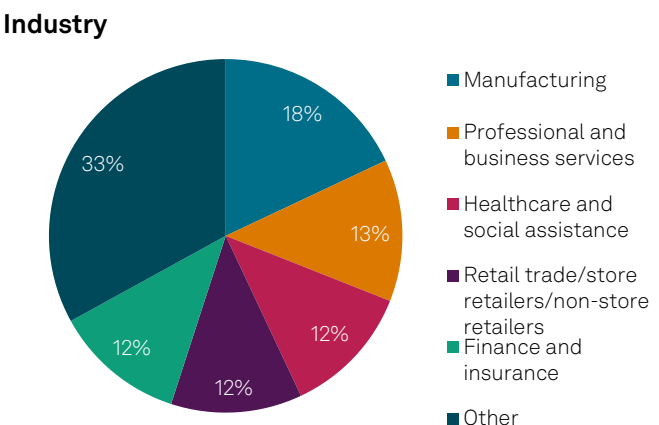
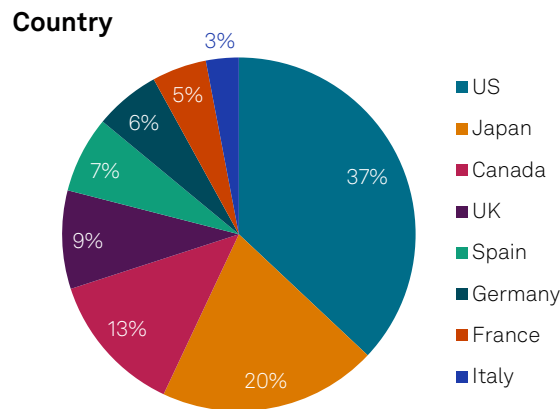
Data validation and normalization: 451 Research reviewed inputs for completeness and consistency, triangulating critical values against interview details and other available data. 451 Research then normalized results to a common scale and point in time to enable a like-for-like comparison across participants.

Composite customer construction: 451 Research synthesized customer inputs into a single composite customer that represents the average study participant, applying conservative risk adjustments to reduce the influence of outliers.

Financial modeling and ROI analysis: Based on the composite customer, 451 Research built a five-year financial model to quantify the total cost of ownership, business value and ROI attributable to Prime Business. The model reflects observed participant history, recent trajectory and conservative assumptions about how costs, adoption and business value drivers will evolve. Underlying model assumptions are risk-adjusted based on the availability of supporting documentation.

Quality assurance: 451 Research reviewed and validated data, assumptions, and model techniques and outputs before publication.

Research firmographics



451 Research custom survey commissioned by Amazon.
Source: 451 Research by S&P Global.

To supplement the research, 451 Research surveyed 305 Amazon Business stakeholders with Prime Business subscriptions. Respondents were generally similar in role, department, decision-making authority and industry, though company size varied more widely. Participants were screened out if they lacked knowledge of Prime Business's business impact, pricing or purchasing processes, among other criteria. The sample was nearly evenly distributed across paid Prime Business subscription tiers, excluding Duo plans with one user: 24% had Essentials plans for up to five users, while the remaining respondents were split across Small, Medium and Enterprise plans. On average, survey

respondents had subscribed to Prime Business for 29 months and had 264 users.

Throughout this TIB report, 451 Research frequently refers to 305 Prime Business customer survey respondents and 6 Prime Business research participants. The 305 survey respondents were screened to ensure they were Prime Business members and answered 20-plus questions on Prime Business value, key features and maturity, among other criteria. The six Prime Business research participants completed a data intake form and were interviewed by 451 Research about their Prime Business deployment.

Glossary

Methodology

Return on investment (ROI): A percentage measure of investment efficiency, calculated by dividing net benefits (total benefits minus total costs) by total costs. In this report, ROI is presented on a discounted basis and reported across both three-year and five-year horizons to capture near-term returns and longer-term compounding value.

Net present value (NPV): The current value of expected benefits and costs, discounted to reflect the time value of money. A positive NPV indicates that projected benefits exceed costs in today's dollars.

Payback period: The point at which cumulative benefits equal cumulative costs, meaning the investment has recovered its initial expense.

Total cost of ownership (TCO): The total cost to acquire, implement and operate a solution over a defined period. In this report, TCO serves as the cost basis for calculating ROI.

Business value: The measurable financial and operational gains an organization realizes from an investment, including cost savings, revenue impact, productivity improvements and risk reduction. In this report, benefits are grouped by functional area and quantified across the analysis period.

Composite organization: A representative organization created by aggregating customer interview data on size, industry, geography and technology environment. It provides the basis for the financial model and helps ensure the analysis reflects typical deployment conditions rather than a single outlier.

Discount rate: The annual rate used to convert future cash flows into present-value terms, reflecting the time value of money.

Incremental cost/incremental benefit: The additional cost or benefit attributable specifically to the solution under evaluation, over and above what would have occurred without it.

Report-specific terminology

Unplanned spend: The amount a company spends on goods and services that support daily operations, such as office supplies, but that are not typically part of the company's final products or services.

Tail spend: The spending pattern of small, scattered high-volume purchases spread across suppliers that can fall below strategic sourcing thresholds, such as office supplies, furniture, one-off software licenses, ad hoc maintenance or repair services, janitorial services, emergency spot buys and low-value replacement parts.

Maverick spend: Purchasing that occurs outside approved procurement channels, negotiated contracts or established vendor agreements — sometimes called "off-contract" or "rogue" spending.

Procure-to-pay (P2P): The end-to-end process covering requisition, approval, order fulfillment, invoice receipt and payment.

Days payable outstanding (DPO): A measure of the average time between invoice receipt and supplier payment. Longer payment terms, such as net 45 or net 60, can improve working capital by allowing cash to remain available for other business needs during the payment window. In this report, extended payment terms are modeled as a procure-to-pay financial benefit.

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David Immerman is a consulting analyst at 451 Research by S&P Global. He is responsible for executing on a range of custom research initiatives and development of thought leadership across technology sectors, including industrial IoT, digital transformation, edge computing, AI/machine learning and fintech, among others, as well as verticals such as manufacturing and automotive.



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About 451 Research

451 Research by S&P Global provides essential insight into key trends driving digital transformation across the entire technology landscape. By offering a combination of expert analyst insight and differentiated data, 451 Research provides client organizations with the critical information and perspectives they require to make more effective business decisions.

451 Research offerings are organized around the prevailing themes driving digital transformation today, including data centers and energy, AI, cybersecurity, digital industries, and resilient digital infrastructure.

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