
## SOURCING TRENDS Q4 2025:

# INDIRECT SPEND OUTLOOK 2026

**Produced by LogicSource's Indirect Category Leaders and the Center of Excellence**
This report leverages insights from 180+ indirect category experts and $200B+ in pricing data to provide actionable insights and strategies for optimizing procurement, mitigating risks, and addressing supply chain trends.

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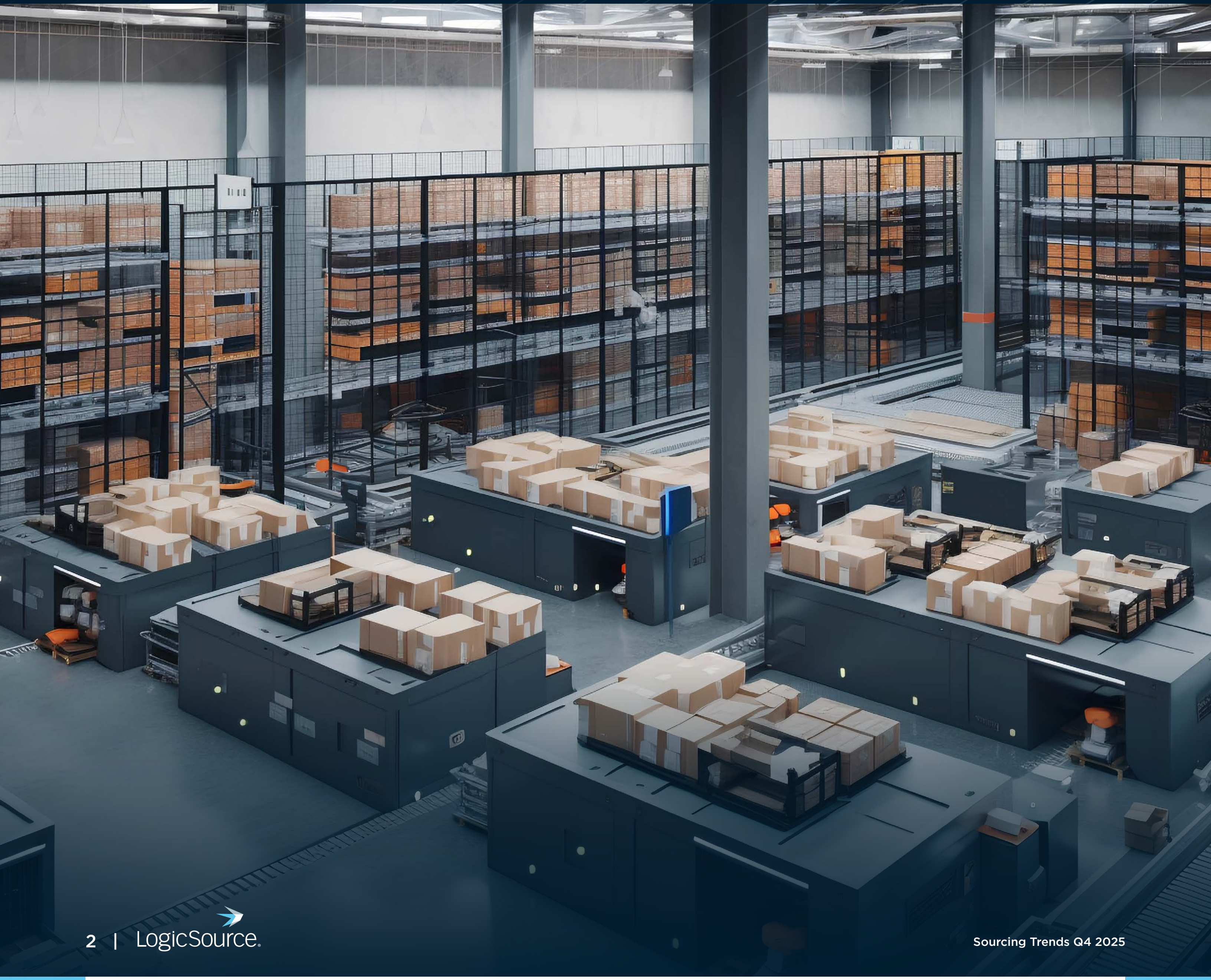
# EXECUTIVE SUMMARY

As we move through Q4 2025, organizations are operating in an increasingly complex indirect spend environment, shaped by tightening labor markets, accelerating technology shifts, and continued supply chain volatility. Procurement and finance leaders face the dual challenge of managing cost pressures across all indirect spend areas, while also adapting to rapid advancements in AI and automation that are reshaping category strategies.

This report provides an overview of the most impactful sourcing trends across the indirect spend ecosystem, including critical developments in IT, logistics, facilities, construction, corporate services, marketing, and print. It highlights where markets are tightening, where pricing leverage is shifting, and where procurement can unlock value through strategic relationships, supplier consolidation, and technology-enabled optimization. While tariff uncertainty and broader macroeconomic pressures continue to influence several categories, this report focuses primarily on the forces driving long-term change in high-value spend areas.

For a deeper examination of tariff-driven impacts or category-specific pricing scenarios, readers can refer to LogicSource's **Tariff Report Library** or the **Sourcing Trends Report Library**.



# INFORMATION TECHNOLOGY

## AI Infrastructure Becomes A Major Factor In IT Spend

AI-driven workloads will reshape IT budgets in 2026, with major increases in servers, data-center capacity, and AI operations. Gartner forecasts global IT spend reaching ~$6.08T by 2026, with AI-optimized infrastructure and data-center systems accounting for a significant share of the growth.

LogicSource clients are witnessing spending on AI-optimized infrastructure growing 30%–40% year over year in 2025, aligning closely with recent reports from the International Data Corporation (IDC).

### Recommended Actions

**Assess AI workload and data-locality needs; renegotiate or right-size colocation and capacity contracts; establish ROI-based pricing models to ensure output exceeds cost.**

## IT Hardware Lifecycle Management

Organizations are shifting away from "buy-it-once and forget it" hardware procurement and are moving toward full lifecycle management, covering acquisition, deployment, refresh, reuse/refurbishment, and end-of-life disposition. This shift comes as supply-chain volatility, geopolitical pressures, tariffs, and global manufacturing changes continue to impact hardware availability and pricing, especially for components and advanced infrastructure.

As a result, sourcing strategies are evolving toward diversified regional supply chains, direct-to-user fulfillment models for remote workforces, and deeper OEM/vendor relationships that support refurbishment programs, extended lifecycle options, and flexible roll-out models rather than one-off purchases.

LogicSource data demonstrates that 50%–60% of companies are now relying on refurbishment or extended-life programs (an increase from Gartner's measurement of ~38% in 2022), while hardware lead times increased 25% to 40% year-over-year due to supply-chain and tariff-related pressures.

### Recommended Actions

- **Build a lifecycle-based hardware strategy that incorporates refresh, reuse, and retirement plans while evaluating refurbished options to lower TCO.**
- **Diversify suppliers and regions, leverage direct-to-employee fulfillment, and use OEM programs (buyback, trade-in, extended lifecycle) to improve resilience and reduce cost.**

## Cybersecurity Shifts to Preemptive, AI-Driven Defense

Security strategies are moving from reactive post-breach response to predictive, AI-powered prevention. Gartner lists “preemptive cybersecurity” as a top trend, with organizations increasingly adopting AI-driven Security Operations (SecOps), predictive analytics, and automated response models.

LogicSource is seeing a significant rise in client investment in AI-driven threat detection platforms, reflecting a broader market shift. Gartner reports that spending on these AI-powered security tools grew 48% year-over-year, reinforcing the surge we’re observing among LogicSource customers.

### Recommended Actions

- **Align cybersecurity sourcing with this shift by evaluating vendors’ AI-driven capabilities, pricing models, and roadmap commitments, and negotiate terms that cap data ingestion cost escalations.**
- **Strengthen supplier selection criteria to require predictive defense capabilities, include AI-risk and response-time obligations in contracts, and consolidate overlapping tools to control spend while modernizing the security stack.**

## Surge in Flexible IT Staff Augmentation & Offshore/Hybrid Talent Sourcing

Demand for IT staff augmentation services is expected to accelerate in 2026 as organizations struggle with talent shortages, tight budgets, and the need for greater flexibility. The global IT staff augmentation market is already estimated at about USD $383.5 billion in 2025 and is projected to grow significantly over the next decade. Remote and offshore staffing, often via hybrid and project-based SOWs, is growing especially fast, as firms attempt to access niche skills (cloud, AI/ML, DevOps, cybersecurity) and scale capacity up or down without committing to full-time hires.

LogicSource is helping many clients take greater ownership of their IT workforce strategy by establishing a client’s own offshore delivery hubs, either independently or through structured partnerships with third-party providers. These models offer tighter control over talent quality, improved continuity across long-term projects, and meaningful cost advantages. Both offshore hub models and offshore IT staff augmentation vendors are typically delivering 30%–50% labor savings compared to onshore contracting.

### Recommended Actions

- **Develop sourcing strategies that leverage offshore staff augmentation partners to address niche skill gaps or scale operations efficiently.**
- **Use short-term staff augmentation for project-based needs and combine with tight governance (clear deliverables, contract scopes, performance metrics) to manage risk and cost. If volume is substantial, evaluate the benefits and costs associated with offshore delivery hubs.**

# CORPORATE SERVICES

## Continued Rise of Centralized Contingent Labor Programs

Companies are restructuring how they manage contingent labor by centralizing sourcing under MSP models (even for sub $30M/year programs) to gain better visibility, standardize rate structures, and control unmanaged spend. This shift aligns with a workforce that increasingly prefers flexible, hybrid, and short-term project roles, prompting organizations to build internal talent pools and use direct-sourcing platforms to reduce reliance on staffing agencies.

Meanwhile, stricter worker-classification rules and state-level employment regulations (e.g., California) are pressuring suppliers to upgrade onboarding, compliance, and documentation processes, with clients pushing more risk and accountability back to vendors.

Historically, contingent labor programs below $30M in annual spend were considered too small for MSP models. LogicSource is now seeing companies with programs as low as $10M per year adopting MSPs to gain greater transparency and control over staffing and costs, even when the program is no longer large enough to be fully self-funding. LogicSource consistently delivers savings of 6%–15% when clients transition from a fragmented supplier model to a centralized MSP program.

### Recommended Actions

- **Evaluate consolidating fragmented staffing relationships under an MSP model and enforcing stricter compliance with agency contracts to maintain rate discipline, ensure worker-classification protections, and strengthen oversight.**
- **Expanding direct-sourcing and talent-pool strategies can further reduce markups, accelerate fill times, and improve visibility across contingent labor categories.**

## Talent Shortages Reshaping Tax & Audit Services and Pricing Models

The tax and audit market faces significant workforce shortages, driven by high turnover and a decline in the number of new accountants entering the field, resulting in longer audit timelines and an increased reliance on offshore delivery teams. To counter capacity constraints, firms are adopting automation, AI-enabled audit tools, and standardized analytics platforms to streamline testing, improve workpaper consistency, and simplify data exchange. At the same time, clients are pushing back on automatic annual price increases and shifting toward predictable, flat-fee pricing models as firms unbundle services into packaged audit and advisory offerings.

External audit remains a significant cost-reduction opportunity for LogicSource clients. By capitalizing on the efficiency gains Big 4 firms achieve through AI adoption and expanded offshore delivery, LogicSource continues to drive 3%–10% reductions in audit fees despite ongoing talent shortages. Additionally, shifting work to Tier 2 firms routinely delivers ~40% savings compared to Big 4 rates, and recent M&A activity, such as CBIZ's acquisition of Marcum in late 2024, is strengthening Tier 2 capabilities to compete more directly with the Big 4.

### Recommended Actions

- **Negotiate multi-year engagements with fixed pricing, evaluate flat fee models for clearer cost predictability, and require transparency around offshore resourcing and automation use.**
- **Consider Tier 2 firms to support components of the tax, accounting, and audit function.**

## Matter-Efficiency Management with Outsourced Law Firms

Legal departments are increasingly adopting quantitative matter-efficiency scoring to evaluate law firm performance, utilizing metrics such as cycle times by matter type, staffing models, discovery spend patterns, and adherence to original budgets.

This data-driven approach enables organizations to validate their existing legal panels, identify firms that consistently underperform, and shift work toward those demonstrating predictable delivery and stronger cost discipline. As efficiency scoring becomes more standardized, it is also accelerating a shift away from open-ended hourly billing and toward project-based or fixed-fee pricing for repeatable, predictable legal work.

LogicSource recently implemented matter-efficiency scoring into multiple outsourced legal programs, with an expected 5%–20% reduction in budget overruns, by ensuring the right law firm is utilized to support specific matters, with the right skill-level per task.

### Recommended Actions

- **Integrate matter-efficiency data into firm selection, renewal decisions, and rate negotiations, prioritizing firms that demonstrate budget adherence and efficient staffing.**
- **Push for fixed-fee or project-based pricing where predictability exists, remove underperforming firms, and consolidate spend to top performers (resulting in greater leverage to reduce costs).**

# FACILITIES

## AI-Enabled Predictive Maintenance and Smart Building Integration

AI-driven predictive maintenance is reshaping facilities management by reducing unnecessary service frequency, predicting equipment failures more accurately, and optimizing PM schedules across building portfolios. As smart-building technologies mature, more systems are being integrated into unified platforms, simplifying operations and enabling data-driven decisions across HVAC, electrical, security, and environmental systems. The result is a shift toward more automated, intelligence-led facilities strategies that reduce downtime and extend asset lifecycles.

LogicSource expects transitioning to predictive preventative maintenance programs will reduce equipment downtime and lower overall repair and maintenance costs. Numerous studies and case examples report maintenance cost reductions of 20%–30% and noticeable reductions in unplanned downtime for companies that implement AI-driven predictive maintenance.

### Recommended Actions

- **Incorporate predictive-maintenance capabilities and smart-building integration requirements into sourcing events, to ensure vendors provide measurable cost and downtime reductions.**
- **Evaluate total lifecycle value, not just hourly rates, when selecting FM providers and negotiate performance-based SLAs tied to reliability, uptime, and PM optimization.**

## Skilled Labor Shortages, Increasing Costs, and Driving Portfolio Discipline

Skilled trades, such as HVAC, electrical, and plumbing, continue to face significant labor shortages, which drive up hourly service rates in many regions and increase the cost of both routine maintenance and emergency repairs. This constrained labor environment makes equipment planning, preventive maintenance discipline, and efficient portfolio management more critical than ever to avoid unplanned service events and unnecessary spend. Organizations with aging assets or decentralized maintenance strategies are feeling the impact the most.

Skilled trades vendors are using labor shortages to justify rate increases of 4%–7% at renewal. Still, LogicSource has found that competitive RFPs involving both national and regional suppliers can significantly reduce or eliminate these hikes. However, due to market volatility, vendors are increasingly unwilling to lock in multi-year pricing commitments.

### Recommended Actions

- **Procurement should use rate benchmarking and competitive sourcing to mitigate rising labor costs, while prioritizing suppliers with strong workforce stability and coverage.**
- **Consolidate supplier base to larger regional or national providers or aggregators to leverage your combined spend.**
- **Strengthen asset-management and PM strategies in partnership with facilities teams and negotiate long-term labor-rate protections (when possible).**

## Cybersecurity Risks Rising as Building Automation Systems Mature

As building automation and management systems become more sophisticated and interconnected, organizations face increased cybersecurity risk to physical assets, operational uptime, and sensitive building data. Firmware-linked automation, remote monitoring tools, and connected control systems create new threats, prompting a push for stronger security protocols, network segmentation, and vendor accountability.

Although cybersecurity incidents remain relatively rare among LogicSource clients, Forescout reports that the share of Operational Technology (OT) cyberattacks targeting building-automation systems increased from 1% in 2023 to 9% in 2024, and IBM's 2025 Cost of a Data Breach Report places the average breach remediation cost at $4.44 million, underscoring the growing financial and operational risk these systems now represent.

### Recommended Actions

- **Embed cybersecurity standards, firmware update requirements, and third-party risk controls into RFPs and FM/automation contracts.**
- **Require suppliers to demonstrate robust security practices, including penetration testing, patching cadence, and incident-response commitments, and ensure contracts clearly assign responsibility for protecting connected building systems.**

# DESIGN AND CONSTRUCTION

## Persistent Labor Shortages Driving Cost Pressure

The softening of the construction labor market, affecting both low-skilled laborers and the broader networks of specialty trades, has continued to impact 2025 delivery timelines and project costs. As the industry's workforce ages, the replacement rates from younger generations are not keeping pace with those leaving their respective fields. Pressures due to current immigration policies have contributed to the overall reduction in the labor pool.

LogicSource is noting average construction labor wages increasing over 4% (comparable to Q4 2024) to fill the gaps within the softening market.

### Recommended Actions

- **Use open-book bidding and labor-rate transparency to challenge margins and ensure costs align with market conditions.**
- **Prioritize contractors with verified workforce capacity and negotiate labor-productivity commitments in contracts.**

## Rising Competition for Smaller, High-Demand Spaces

As every market continues to reevaluate its space planning needs, more companies are becoming interested in smaller space footprints for mixed-use or office buildouts. This is increasing the competition for some of the most desired real estate (10K-20K sqft.) and is having a particularly strong impact on the retail sector, which saw space availability fall below 5% in 2025.

Still, redevelopment or adaptive reuse of these existing spaces continues to be a preferred method for building, as the higher costs of ground-up construction become less desirable, and the need to expedite project schedules and improve sustainability opportunities increases.

To combat the higher demand, LogicSource partners closely with real estate brokerage firms to leverage real-time, market-specific data in lease negotiations, which has historically resulted in a 2%–6% reduction in property lease costs through these collaborations. In addition, LogicSource continues to deliver value through the implementation of routine CAM audits, helping clients recover overpayments and prevent unexpected lease-related expenses in the future.

### Recommended Actions

- **Leverage brokerage relationships to support physical location lease or buy negotiations, while prioritizing speed-to-bid to not lose out on attractive properties.**

## AI and Construction Technology Accelerating Project Delivery

Digital tools are becoming increasingly commonplace to help reduce reliance on the skilled labor market and to expedite the construction process. Smart estimating tools, 3D site scanning, BIM tools, and on-site labor automation are improving cost accuracy, execution, and safety. Digital project tracking tools are becoming the norm, enabling reduced risk and improved workflow throughout preconstruction.

LogicSource evaluates where, when, and how suppliers use advanced construction technologies to ensure the right partners are selected across the project lifecycle. McKinsey finds that many large-scale construction projects historically run ~20% longer than scheduled and ~80% over budget, highlighting the structural inefficiencies that digital construction tools aim to overcome.

### Recommended Actions

- **Require bidders to demonstrate how technology improves cost, schedule reliability, and site efficiency, ensuring tech-enabled benefits are reflected in pricing.**
- **Incorporate digital tool usage requirements into RFPs and evaluate partners' maturity in tech adoption.**

# DISTRIBUTION & LOGISTICS

## Forward-Looking Ocean Freight Sourcing Amid Tariff Uncertainty

Shippers are already planning 2026 ocean freight strategies ahead of Q1/Q2 rate and capacity negotiations, as both shippers and carriers closely track the evolving U.S. tariff landscape and model how potential changes could affect costs and vessel capacity.

Market outlooks signal a softening of demand, with multiple forecasts predicting a decline in U.S. import volumes. One projection forecasts a 2% contraction in 2025, while another estimates that January 2026 imports will be down 11.1% year-over-year. This muted demand environment is increasing the importance of timing, contract structure, and strategic carrier alignment heading into the next negotiation cycle.

LogicSource observed in early 2025 that tariff uncertainty led to initial ocean freight rate proposals increasing by 15%–25%, although competitive bidding ultimately enabled most clients to secure increases of only 0%–5%. While softening import demand may help offset future tariff-driven pressure, the net cost impact remains uncertain.

### Recommended Actions

- **Competitively bid Ocean Freight to lock in competitive long-term pricing where viable and use declining import volumes to negotiate stronger carrier commitments.**
- **Strengthen ocean RFPs by emphasizing performance SLAs, allocation guarantees, and cost-transparency requirements.**

## Flat Truckload Rates Now, With Expected Tightening and Increases in 2026

Truckload rates remained historically low and largely flat through Q4, supported by steady capacity; however, the market is signaling a likely tightening in Q1/Q2 2026, which could drive rates higher. Shippers are increasingly looking to lock in current pricing or modest increases to secure capacity with core carriers before the market swings.

LogicSource predicts a 2%–5% year-over-year rate increase as demand and seasonal pressures intensify.

### Recommended Actions

- **Negotiate early rate holds or multi-quarter commitments with strategic carriers to secure capacity ahead of tightening, while benchmarking regional market conditions to validate acceptable increases.**
- **Expand carrier diversification strategies and reinforce routing-guide discipline to avoid costly spot-market exposure during rate escalation periods.**

## Small Parcel Costs Rising with 2026 GRIs and DIM-Driven Pricing

Both UPS and FedEx have announced 5.9% General Rate Increases (GRIs) for 2026, paired with ongoing dimensional-weight (DIM) pricing changes, including rounding up package dimensions, that raise effective shipping costs. These increases come as parcel networks continue to invest in speed, automation, and service reliability, pushing shippers to rethink packaging efficiency, service selection, and carrier mix strategies to manage budget impacts.

LogicSource continues to see suppliers apply unannounced surcharges to offset margin pressures, making invoice auditing, or, at a minimum, periodic spot checks, critical to identifying and eliminating these charges from current and future billing.

### Recommended Actions

- **Run detailed parcel cost simulations incorporating the 2026 GRIs and DIM rounding rules, renegotiate incentives or minimums where volume supports leverage, and work with operations to reduce package sizes and optimize cartonization.**
- **Evaluate regional carriers or multi-carrier platforms to improve competition and mitigate reliance on national players.**

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| **Technology & Automation** | Utilize AI and analytics for more informed rate shopping and forecasting; deploy robotics and automated systems to minimize errors and labor gaps; leverage cloud-based platforms for real-time visibility; and establish elastic logistics networks that scale with demand. |
| **Strategy & Partnerships** | Shift toward regional and near-shore supply chains to reduce risk and cost; prioritize strategic carrier partnerships that focus on reliability and technology; design supply chains that become more resilient during disruptions. |
| **Sustainability & Compliance** | Integrate ESG metrics into sourcing decisions and monitor supplier sustainability.<br><br>Utilize smaller, lighter, and sustainable packaging to reduce both DIM-driven costs and environmental impact. |
| **Operational Adjustments** | Manage total landed cost with AI-driven optimization tools; capitalize on growth in coastal logistics hubs like the Inland Empire and New Jersey for better access to major markets and more efficient operating costs. |

# PRINT AND PACKAGING

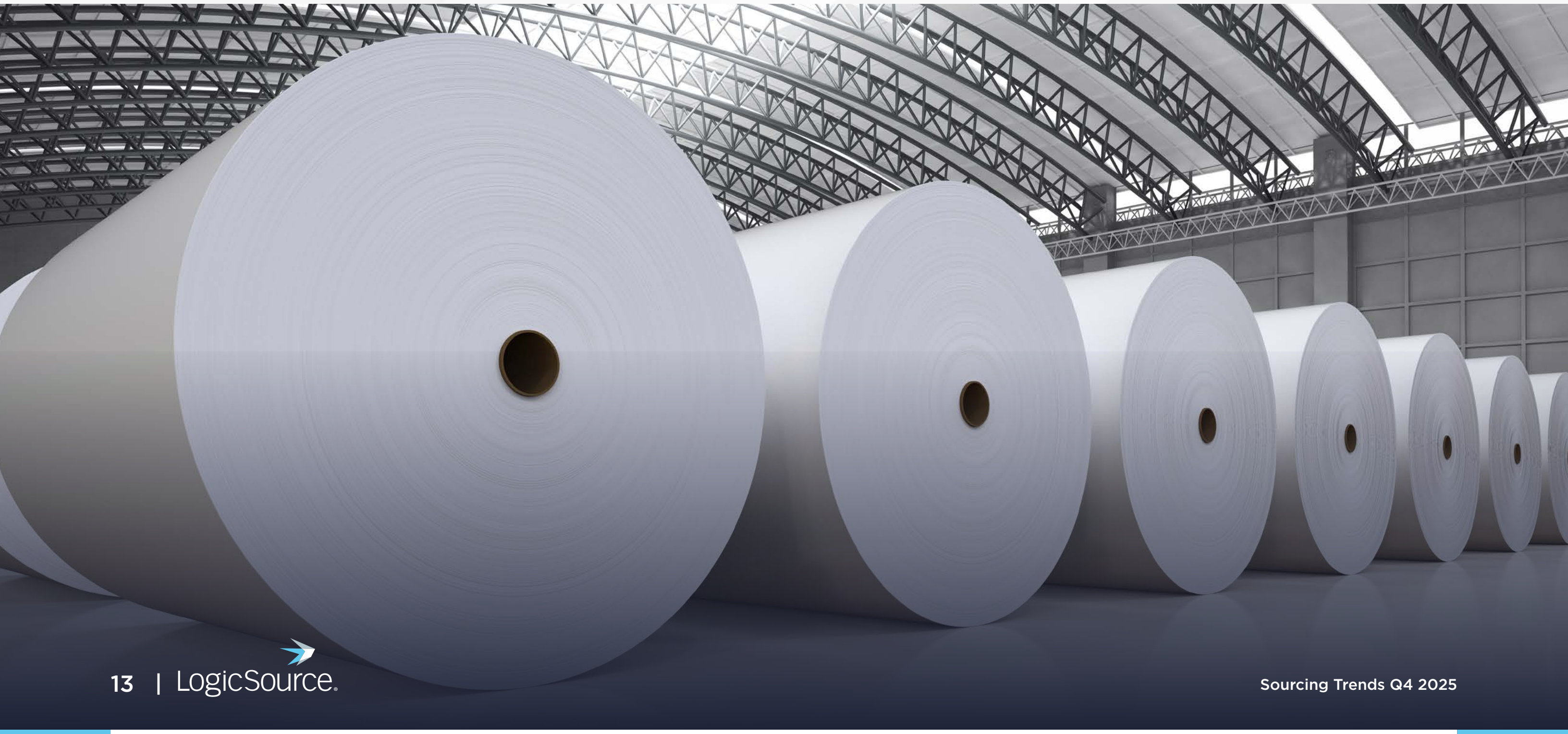
## Paper Rate Increases Expected

In the Uncoated Freesheet (UFS) market, 2025 capacity reductions are tightening supply and driving mill operating rates upward, with LogicSource forecasting utilization reaching 92%–93% in 2026. In the Coated Freesheet (CFS) segment, North American price increases of $60-$70 per short ton have been announced; however, LogicSource has observed uneven implementation as weaker demand slows pass-through to printers and end-users.

Meanwhile, Newsprint suppliers are rolling out a $50/ton increase in two phases, with $25 implemented in November and the remaining $25 in December. However, the effectiveness of this increase hinges on capacity discipline and demand recovery. The latest Pulp and Paper Products Council (PPPC) indicated that NA newsprint demand declined by 16% or 122,000 tons through September 2025.

### Recommended Actions

- **Consider selecting and purchasing different paper options that achieve the same or better execution, a more economical cost, and a longer-term solution.**
- **Align sourcing strategies with tightening UFS supply by securing volume commitments early and exploring multi-year agreements before operating rates strengthen further in 2026.**
- **For CFS and newsprint, closely monitor staggered price-increase implementation and varying distributor behavior, leveraging weak demand and phased increases to negotiate delayed pass-throughs, partial increases, or competitive bids from alternative mills and distributors.**



## Corrugate Volume is Declining

U.S. corrugated box shipments are expected to decline by approximately 2% in 2025 compared to 2024, marking the lowest level since 2015. The decline is caused by various negative effects on corrugated demand, such as the destocking that reset supply in 2022–2023, recent economic factors such as inflation, cost increases, and changes in consumer spend changes.

LogicSource has capitalized on reduced corrugate demand by competitively sourcing boxes and displays for our clients, achieving cost reductions of 10%–20% in 2025.

### Recommended Actions

- **Reevaluate corrugate contracts and volume commitments to reflect reduced demand, and use softening shipment levels to negotiate improved pricing, freight terms, or index-based adjustments.**
- **Collaborate with suppliers to refine packaging specifications, minimize over-engineering, and explore alternative materials that reduce total cost while maintaining performance.**

## Postage Remaining Flat For First Half of 2026

The USPS will not adjust postage rates to CPI during the January 2026 allowed period; therefore, current postage rates will remain flat at least until July 2026.

LogicSource continues to focus on direct mail execution, applying design efficiencies and data to reduce wasted product and improve postal optimization across distribution location, commingle (marketing mail), and co-mail (catalog distribution).

# MARKETING

## Major Agency Holding Companies Restructuring Through M&A and Consolidation

The Big 5 holding companies are aggressively restructuring to drive profitability, combining staff reductions with mergers, acquisitions, and capability expansion. Recent moves include WPP's merger with Havas, the pending Omnicom-IPG merger, which is expected to result in early workforce cuts, and Publicis' ongoing acquisition of specialty shops to deepen its full-service offerings. This consolidation expands integrated capabilities but also reduces competition in key service categories, potentially impacting rate leverage and pricing transparency.

LogicSource is using this wave of agency restructuring as an opportunity to consolidate client agreements and volumes, reducing overall costs and, where appropriate, combining services from multiple agencies into a single, more efficient contract.

### Recommended Actions

- **Reassess agency rosters for overlap following mergers, renegotiate rates or scope where consolidation reduces competition, and evaluate whether newly combined entities still meet category and capability needs.**
- **Maintain competitive tension by benchmarking merged agencies against independents and specialty firms.**

## Growth of Principal-Based Media Buying and Reduced-Price Transparency

Large holding companies are increasingly shifting to principal-based media buying models, purchasing media inventory in bulk and reselling it to clients at undisclosed margins. Agencies claim clients benefit from lower-than-market rates, but the resale model limits transparency and introduces inherent conflicts of interest. Without careful governance, clients may pay above-market prices or lose visibility into true media value and performance.

LogicSource has seen media costs drop by more than 10% under this buying model, but partners closely with marketing teams to ensure performance metrics or tracking protocols are in place. Without them, any savings can be quickly eroded by weaker media effectiveness or reduced sales impact.

### Recommended Actions

- **Require full media-buying disclosure, define allowable principal-based practices, and implement audit rights to assess media cost, value, and margin.**
- **Clients should negotiate clear transparency clauses, independent verification requirements, and the option to opt out of principal-based buying where conflicts arise.**

## Rising Demand for Termination for Convenience (TFC) in Marketing Technology

Clients are increasingly insisting on TFC clauses — even with penalties — to maintain flexibility and avoid long-term commitments in a rapidly changing MarTech environment. This protects against poor vendor fit and gives organizations freedom to pivot as needs evolve.

### Recommended Actions

- **Standardize TFC provisions across contracts and negotiate low or no penalties to preserve optionality.**
- **If TFC is not required, leverage its absence to drive stronger service levels, increased accountability, and more favorable pricing from vendors.**

# CONCLUSION

As 2025 comes to a close, it's clear that the sourcing landscape continues to evolve at an unprecedented rate, shaped by technological disruption, workforce shortages, and shifting supply-demand dynamics. Whether navigating tightening paper markets, rapid advancements in AI, or ongoing labor constraints, procurement leaders are being called upon to interpret complex signals and respond with confidence.

Across these trends, one theme is consistent: organizations that ground their decisions in real-time market intelligence and adopt flexible, forward-looking sourcing strategies will be best positioned to control costs, mitigate risk, and unlock savings. The growing emphasis on category TCO, lifecycle management, composable technology, strategic supplier consolidation, and performance accountability underscores the expanding role of procurement as a strategic advisor, not just a cost manager.

By partnering closely with internal stakeholders, challenging entrenched supplier models, and embedding clear governance into every category, procurement teams can deliver a measurable impact and help their organizations remain resilient, competitive, and future-ready as they enter 2026.

LogicSource®

## ABOUT LOGICSOURCE

The innovative leader in procurement services and technology, LogicSource, is purpose-built to drive profit improvement, mitigate risk, and ensure supply chain continuity through better buying. LogicSource focuses exclusively on the sourcing and procurement of indirect goods and services, which typically represent 20% of an organization's revenue and the area of greatest spending inefficiency.

These include complex categories such as marketing, packaging, corporate services, facilities, information technology, distribution, and logistics, among others, for which organizations often lack the capacity, focus, and scale to achieve best-in-class buying. Unlike traditional advice-based consultants, LogicSource is a purpose-built buying utility with assets that are configurable to their clients' needs and ready to deploy.

By combining decades of sourcing and procurement expertise, superior market intelligence, cross-portfolio spending leverage, and their OneMarket® Source-to-Pay technology, LogicSource executes customized solutions that deliver immediate savings and sustainable value. For more information, visit **logicsource.com**.

## ABOUT THE AUTHORS

This Sourcing Trends report was produced by LogicSource's Indirect Category Leaders and Center of Excellence, which leverage decades of expertise and data to help organizations navigate global trade trends and optimize their procurement strategies. With a dedicated team of 180+ indirect category experts and access to $200B+ in indirect pricing data, LogicSource equips our clients with the insights and tools needed to make informed decisions, mitigate risk, and drive sustainable value.

For more quarterly sourcing insights, please refer to the LogicSource **Sourcing Trends Report Library**.

For more information or to discover how LogicSource can help your organization achieve best-in-class buying, visit **logicsource.com**.