

Brands' Real-World Feedback on Amazon Business

By Claire McBride // February 2, 2026 // Research

***TL;DR:** Amazon is escalating its push into B2B through Amazon Business, and while brands see opportunity, they highlight unfavorable economics, limited demand levers, and unclear payback.*

6 minute read

Amazon Business is increasingly positioned by Amazon as a strategic growth pillar, yet our research suggests the offering is being pushed despite limitations around its operating model, economic structure, and reporting capabilities.

This has created skepticism inside brands that Amazon Business is truly delivering material incremental volume to justify resource investment, particularly given the risk of channel conflict with existing B2B distribution partners and their retail business on Amazon.

As a result, brands are not ignoring Amazon Business, but they are approaching it cautiously, balancing pressure from Amazon with internal scrutiny around ROI, operational complexity, and margin risk.

This report synthesizes insights from brand interviews, share groups, and benchmarking on the Amazon Business opportunity, and how brands should realistically engage with the channel today.

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