Rossera

A ROSSERA THOUGHT LEADERSHIP WHITE PAPER

Modernise Once. Take the Process With You.

Rethinkingthe Path from Oracle E- Business Suite to Oracle Fusion Cloud

Separate business process modernisation from ERP replacement.

A perspective on simplifying mature Oracle E-Business Suite estates, reducing accumulated technical debt and preparing for future transformation.

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Executive summary

For many organisations, Oracle E-Business Suite (EBS) has been the operational backbone of the business for well over a decade. During that time, it has supported growth, organisational change, evolving regulatory requirements and increasingly complex business operations.

But the EBS environments organisations operate today often bear little resemblance to their original implementations.

Years of custom development, bespoke workflows, integrations, third-party applications and manual workarounds have created technology estates that are deeply embedded in how the business operates. While many of these additions addressed legitimate requirements at the time, their cumulative effect is an increasingly complex and costly landscape to maintain and modernise.

For organisations considering Oracle Fusion Cloud ERP, this accumulated complexity can become one of the most significant barriers to transformation.

The challenge is not simply replacing one ERP platform with another. It is understanding, rationalising and potentially rebuilding the extensive ecosystem of business processes and integrations that has grown around it.

What if organisations could begin removing that complexity today, independently of when they choose to migrate their core ERP?

This paper explores an alternative approach: separating business process modernisation from ERP transformation, allowing organisations to simplify their existing EBS estates, deliver immediate operational improvements and establish a more manageable path towards Oracle Fusion Cloud.

The principle is straightforward:

Modernise once. Take the process with you.

The modernisation journey at a glance

TODAY	MODERNISE NOW	FUTURE
Complex EBS estate	**EBS remains operational**	**Oracle Fusion Cloud ERP**
Custom forms, CEMLIs and manual workflows	ProcessSense digitises appropriate processes	Processes reconnect or retire
Fragmented legacy integration technologies	Progressive consolidation onto OIC	OIC integrates with Fusion
Data quality and technical debt	Earlier cleansing and reduced dependencies	Cleaner target architecture

Executive overview: progressive modernisation of processes, integrations and data, with EBS retained until the organisation is ready to move.

1. The hidden complexity of mature Oracle EBS estates

Oracle E-Business Suite has provided organisations with a stable and highly capable enterprise platform for many years.

However, enterprise requirements rarely remain static.

As businesses expand, restructure, acquire other organisations or respond to changing market conditions, their ERP environments evolve alongside them.

New processes are introduced. Additional approval requirements emerge. Integrations are developed to connect specialist applications. Custom reports and interfaces are created to satisfy business needs that standard functionality cannot fully address.

Over time, this can result in an extensive collection of configurations, extensions, modifications, localisations and integrations, commonly referred to as CEMLIs.

Alongside these technical developments, business users frequently establish their own ways of working using spreadsheets, email approvals, PDF forms and other offline processes.

Individually, these changes may appear manageable. Collectively, they can create a highly interconnected landscape in which the boundaries between the core ERP, custom applications and business processes become increasingly difficult to distinguish.

The layers of complexity

A mature Oracle EBS estate may contain:

- **Core ERP functionality:** Financials, procurement, supply chain, projects and HR modules
- **Customisations and extensions:** Bespoke Oracle Forms, PL/SQL packages, concurrent programs, reports and personalised screens
- **Complex integration landscapes:** Connections to banks, suppliers, payroll, CRM, logistics and other enterprise systems

- **Legacy middleware:** Multiple generations of SOA, ESB, EDI, messaging and file-transfer technologies
- **Manual processes:** Spreadsheet-based activities, email approvals, paper forms and offline authorisations
- **Data quality challenges:** Duplicate, incomplete, inconsistent or obsolete records accumulated over time

A further complication is that the original rationale for many customisations may no longer be documented, and the individuals who developed them may have moved on.

This makes even relatively straightforward changes difficult to assess.

> **The result is a growing burden of technical debt that can constrain agility, increase support costs and make future transformation programmes significantly more challenging.**

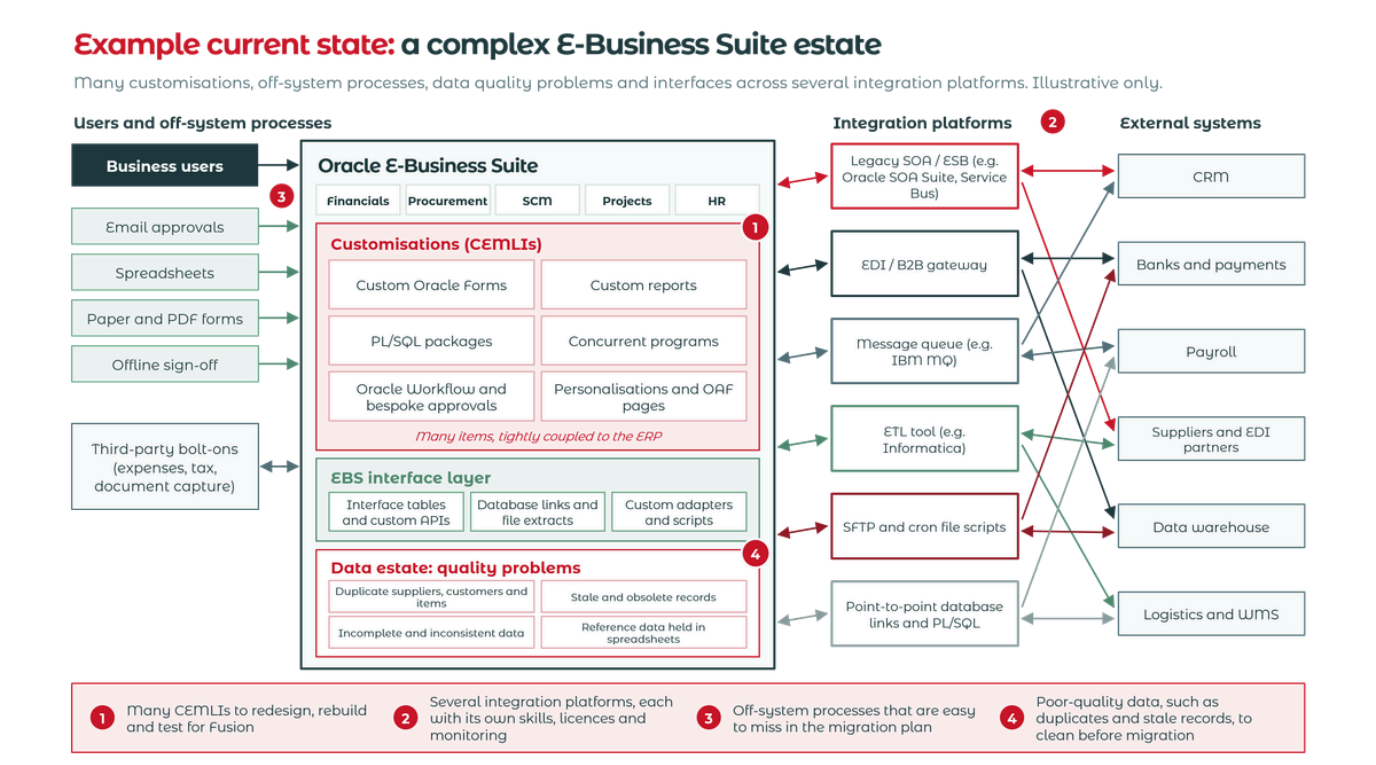


Figure 1. Example current state: a complex Oracle E-Business Suite estate. illustrative only.

2. Why moving to Oracle Fusion Cloud is more than an ERP migration

Moving from Oracle EBS to Oracle Fusion Cloud ERP offers an opportunity to adopt a modern SaaS operating model and reconsider how enterprise processes should work.

However, it is not a conventional technical upgrade.

Oracle Fusion Cloud operates with a fundamentally different extension and integration model. Custom code, database-level integrations and bespoke EBS functionality cannot simply be transferred unchanged into the new environment.

Each existing customisation must be evaluated to determine whether it should be retired, replaced by standard Fusion functionality, redesigned or rebuilt.

For organisations with substantial CEMLI estates, this can represent a significant programme of work before the wider transformation is considered.

The challenge of rebuilding business processes

Many EBS customisations represent business requirements that remain valid, even if the underlying technology has become outdated.

A bespoke supplier onboarding process, for example, may incorporate approvals, validations, compliance checks and integrations developed over many years.

Although the business requirement may remain largely unchanged, the technology supporting it may need to be redesigned for Fusion.

Multiply this challenge across hundreds of processes, and the scale of the transformation becomes apparent.

The integration challenge

The same problem exists across the integration landscape.

Some may rely on direct database access, legacy middleware or custom scripts that are incompatible with Fusion's supported integration approach.

Each must be assessed, redesigned where necessary, and tested against both the new ERP and the connected applications.

> **The challenge is therefore not simply to migrate the ERP. It is to modernise an interconnected ecosystem of processes, integrations and data.**

The data challenge

Data quality introduces another substantial dependency.

Years of transactional and master data can contain duplicates, obsolete records, inconsistent classifications and incomplete information.

These issues must be addressed before migration, often requiring business owners to make decisions about which records should be retained, corrected, consolidated or retired.

When cleansing is left until the migration programme is underway, unresolved issues can become critical-path dependencies.

The cumulative effect

When process redesign, integration modernisation, data cleansing, testing and user adoption all converge within a single transformation programme, the demands on business and technology teams increase significantly.

This creates a fundamental question:

Why wait until the ERP migration to address complexity that could be removed beforehand?

3. Separating business process modernisation from ERP transformation

Traditional migration approaches frequently treat the modernisation of business processes as an activity that takes place within the ERP transformation itself.

Yet many of the processes requiring improvement are not inherently dependent on the underlying ERP technology.

Approval workflows, data collection, exception handling, business validations and cross-functional processes often represent business capabilities that should be able to operate independently of the system of record.

Separating these capabilities from the ERP creates an opportunity to modernise them on their own timetable.

Rather than waiting for a large-scale Fusion programme, organisations can progressively replace ageing customisations and manual workarounds with modern, configurable processes while continuing to operate EBS.

This approach offers two distinct benefits.

First, it enables organisations to improve operational efficiency, user experience and governance without waiting for an ERP replacement.

Second, it can reduce the amount of bespoke functionality that must be addressed during the eventual migration.

A different way to approach modernisation

The traditional model often follows this sequence:



An alternative is to decouple these activities:

Maintain EBS → **Modernise processes and integrations progressively** → **Move to Fusion when ready**

In this model, the ERP remains the system of record, while appropriate business processes are managed through a separate, connected automation layer.

When the underlying ERP changes, the objective is to reconnect those processes to the new platform rather than redesign them from the beginning.

Achieving this requires processes to be designed with the future Fusion environment in mind, including its standard functionality, APIs and data structures.

> **Not every process will be portable without change. However, deliberate separation of business process logic from ERP-specific technology can significantly reduce unnecessary redevelopment.**

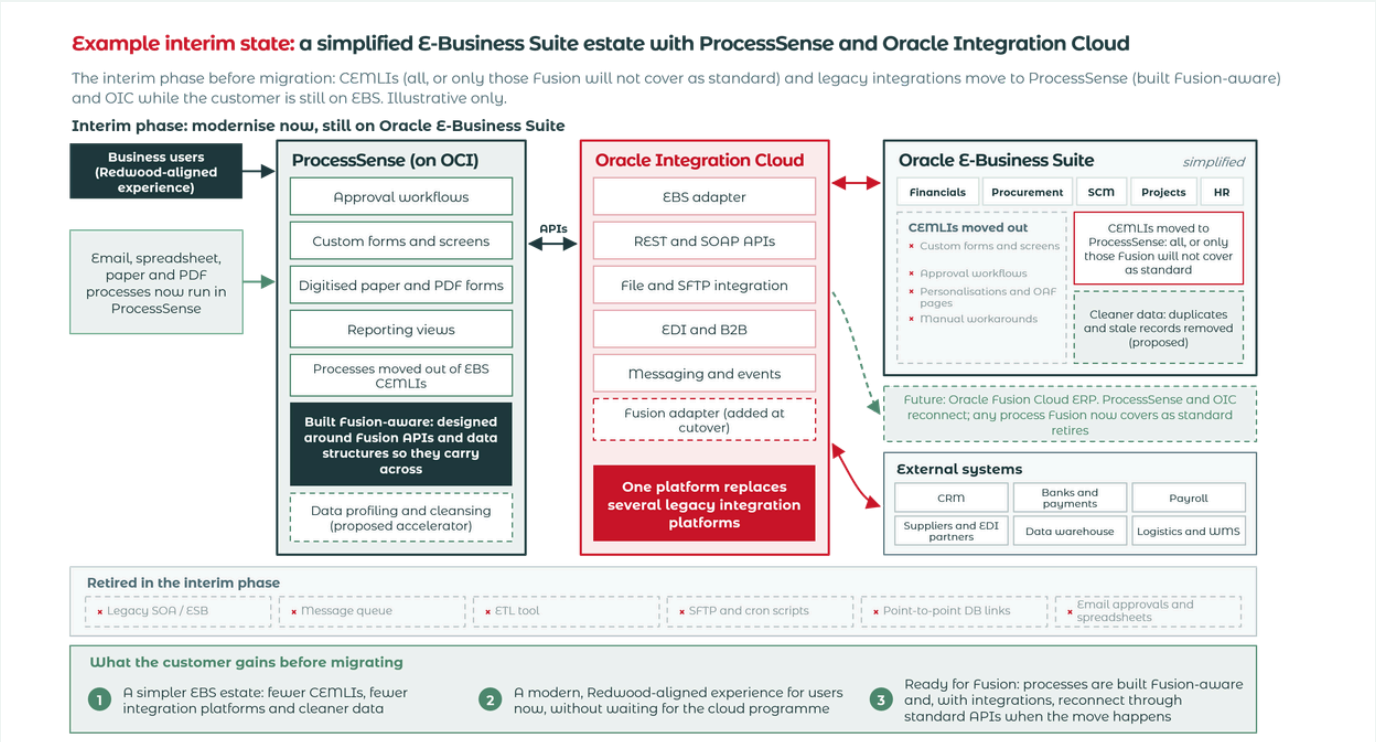


Figure 2. Example interim state: EBS remains the system of record while selected processes move to ProcessSense and legacy integrations are consolidated onto OIC.

4. Addressing customisation debt: what should move, change or disappear?

Not every existing EBS customisation should survive a move to Oracle Fusion Cloud.

Indeed, one of the most important opportunities presented by ERP modernisation is the ability to challenge whether historical customisations remain necessary.

Some requirements may now be satisfied by standard Fusion functionality. Others may reflect outdated business practices that should be retired.

The challenge is identifying which capabilities remain genuinely distinctive or operationally necessary.

A structured assessment of the existing CEMLI estate should therefore distinguish between three outcomes:

Retire:
Functionality that is obsolete, redundant or adequately supported by standard Fusion capabilities.

Modernise:
Processes that deliver continuing business value but currently depend on ageing EBS customisations, bespoke forms or manual workarounds.

Retain temporarily:
Functionality that can continue operating within EBS until migration, where rebuilding it in advance would provide limited value.

This assessment should consider business value, operational risk, process complexity and the capabilities available within Oracle Fusion.

The objective is not to replicate every historical customisation on a new technology platform.

It is to establish a simpler, more sustainable process landscape that complements

Designing for the future, delivering value today

Where processes are modernised ahead of migration, their design should anticipate the future Fusion environment.

For example, a custom approval process could be moved from EBS into an independent automation platform using supported interfaces.

Users benefit from the improved process immediately, while EBS remains the system of record.
At migration, the organisation can reassess whether the process is still required.

If Fusion provides an appropriate standard capability, the external process can be retired. If the requirement remains, the process can be integrated with Fusion using its supported APIs.

This avoids treating every existing customisation as something that must automatically be rebuilt.

5. Integration modernisation: simplifying the architecture before migration

Business processes are only one part of the challenge.

For many mature Oracle estates, integration complexity is equally significant.

Over time, organisations may accumulate several generations of integration technologies, including legacy SOA platforms, enterprise service buses, EDI gateways, message

These technologies often coexist, with each requiring its own specialist skills, monitoring arrangements, security controls and support processes.

The resulting landscape can be difficult to govern and expensive to maintain.

Consolidating onto a modern integration platform

Oracle Integration Cloud (OIC) provides a potential foundation for progressively modernising this landscape.

By moving suitable integrations from legacy technologies onto OIC while EBS remains operational, organisations can begin consolidating interfaces ahead of their ERP transformation.

OIC supports integration with both Oracle EBS and Oracle Fusion Cloud ERP, allowing integration designs to anticipate a future change in the underlying ERP.

When migration occurs, integrations can be adapted to use Fusion's supported APIs and adapters.

This does not eliminate the need for interface assessment, mapping changes or end-to-end testing. EBS and Fusion have different data structures and integration behaviours.

However, separating integration platform modernisation from ERP migration can reduce the number of simultaneous changes required at cutover.

The longer-term opportunity

The objective is a more consistent integration architecture with fewer legacy dependencies and a clearer approach to monitoring, security and ongoing support.

Importantly, this modernisation can provide value independently of an ERP migration.

> **Even organisations intending to remain on EBS for several years can benefit from addressing ageing middleware and fragmented integrations.**

6. Data readiness: start earlier, involve the business

Data migration is frequently one of the most demanding elements of an ERP transformation.

While migration tools can extract, transform and load records, they cannot independently resolve every underlying business decision.

> **Which supplier record should be retained when duplicates exist? Should dormant accounts be closed? Who has authority to approve corrections to master data?**

These are business questions requiring ownership, governance and evidence.

Yet data cleansing activities are often coordinated through spreadsheets, emails and manually maintained exception logs.
This can make it difficult to establish progress, accountability and a reliable audit trail.

Treat data quality as an ongoing business discipline

A more proactive approach is to begin data profiling and cleansing while the organisation is still operating EBS.

Potential activities include identifying duplicate and incomplete records, creating exception worklists, routing decisions to accountable data owners and recording approvals.

Process automation can play an important role by providing structured workflows for managing these activities.

This creates the opportunity to establish cleaner, business-approved data before the formal migration programme reaches its critical stages.

Extending automation into data readiness

An area for further innovation is the use of configurable process automation to support three connected activities:

1	2	3
Profile:	Cleanse and approve:	Reconcile:
Identify data quality exceptions and provide visibility of records requiring attention.	Route corrections and decisions to business owners through governed workflows.	Potentially support the investigation, approval and audit of differences identified after migration.

The profiling, cleansing and reconciliation accelerators described here represent proposed extensions to the ProcessSense proposition, rather than capabilities that should be assumed to be available today.

They would complement, not replace, the specialist tooling used to extract, transform and load data into Fusion.

> **The underlying principle is nevertheless important: data readiness should begin well before the migration itself.**

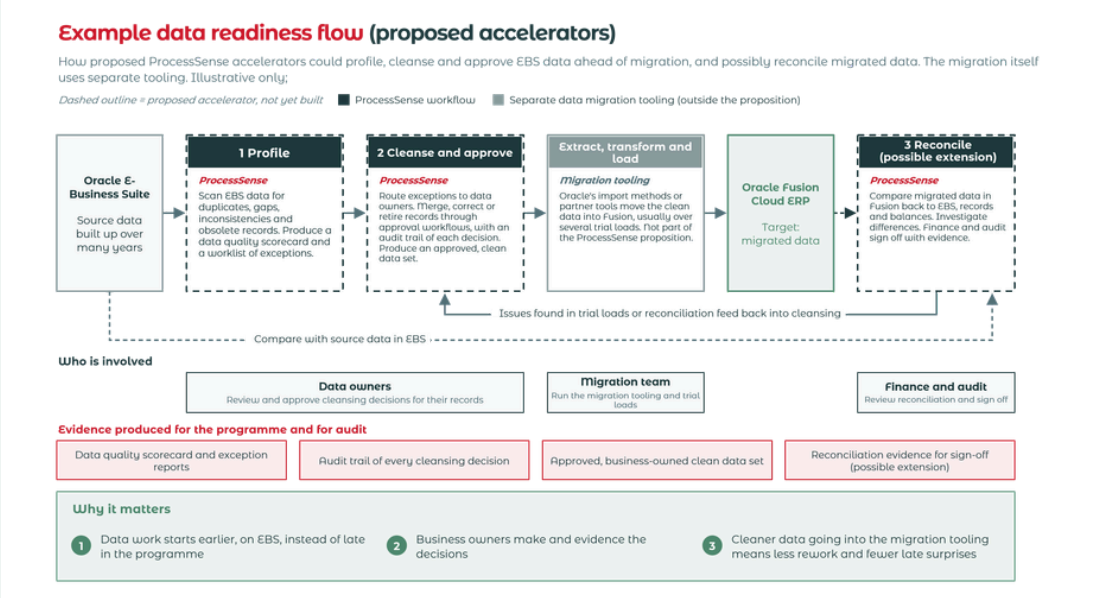


Figure 4. Example data readiness flow. Profiling, cleansing and reconciliation accelerators

7. Apractical modernisation journey: before, during and after Fusion

A phased approach allows organisations to address complexity progressively rather than attempting to resolve every issue within one transformation programme.

Phase 1:
Understand the existing estate

The starting point is to establish a clear view of the existing environment.

This includes the CEMLI inventory, manual business processes, integration landscape, dependencies and data quality challenges.

Each area should be assessed against its business value, technical complexity and future relevance.

The outcome is a prioritised view of what should be retired, modernised or retained.

Phase 2:
Modernise while EBS remains operational

Selected processes can be moved into a configurable automation layer, and suitable legacy integrations can be progressively modernised through OIC.

Manual workflows can be digitised, approval processes standardised and outdated EBS customisations retired where appropriate.

Throughout this phase, EBS remains the core ERP.

This allows the business to realise improvements without committing to an immediate ERP replacement.

Phase 3:

Transition to Oracle Fusion Cloud

When the organisation is ready to migrate, the ERP system of record changes.

Processes designed for portability can be adapted and reconnected to Fusion through supported integration interfaces.

Functionality now provided by standard Fusion capabilities can be retired, while genuinely differentiated business processes remain in the independent automation layer.

The result is a more manageable transition in which some of the complexity has already been addressed.

The architectural evolution

Today: Complex EBS estate	Modernise now: EBS retained	Future: Oracle Fusion Cloud
EBS with extensive customisations	**EBS with selected CEMLIs retired**	Fusion becomes system of record
Bespoke forms and manual workflows	**Configurable process automation**	Processes reconnect where required
Multiple legacy integration platforms	**Progressive consolidation onto OIC**	OIC integrates with Fusion
Fragmented data cleansing	**Earlier, governed data preparation**	Migration and reconciliation through appropriate tooling
Accumulated technical debt	**Reduced complexity and dependencies**	More sustainable target architecture

> **The critical distinction is that modernisation becomes a continuous programme of improvement rather than an activity deferred until the ERP replacement.**

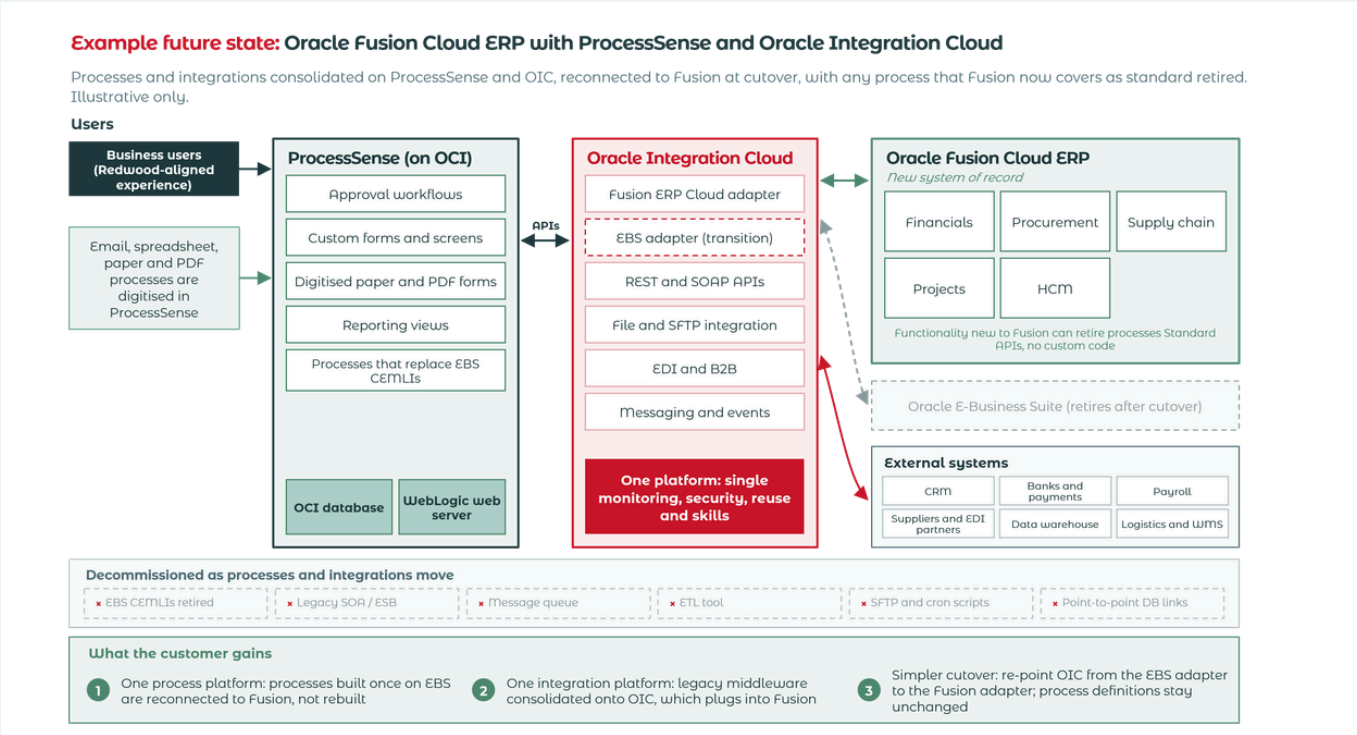


Figure 3. Example future state: Oracle Fusion Cloud ERP becomes the system of record, with ProcessSense and OIC supporting the remaining processes and integrations. Original source diagram; illustrative only.

8. The role of ProcessSense in an evolving Oracle estate

Rossera's ProcessSense provides an example of how this architectural approach can be supported in practice.

ProcessSense is a zero-code process automation and form digitisation platform developed for Oracle Applications.

Running on Oracle Cloud Infrastructure, it enables organisations to configure workflows, forms and business processes outside the core ERP, integrating with Oracle applications through Oracle Integration Cloud.

Rather than embedding additional custom logic directly within the ERP, ProcessSense provides a configurable layer through which appropriate business processes can be managed and evolved.

Supporting business-led change

An important consideration in enterprise modernisation is the ongoing cost of maintaining and changing processes.

Traditional bespoke development can create a continuing dependency on specialist technical resources.

A configuration-led approach enables suitably trained business and functional teams to take greater ownership of process evolution, subject to appropriate governance and controls.

This can reduce the time between identifying a business requirement and implementing
a controlled improvement.

Complementing Oracle Fusion

ProcessSense is not intended to replace standard Oracle Fusion functionality. Its role is to address business processes that require additional orchestration, forms,

workflow or integration beyond what the standard ERP provides.
Where Fusion meets the requirement natively, standard functionality should be preferred.

Where business-specific requirements remain, a separate automation layer can provide
flexibility without recreating extensive customisation within the ERP.

> **The wider architectural principle is that the ERP should remain the system of record, without necessarily becoming the home for every business process.**

9. Astrategic opportunity beyond ERP migration

The value of this approach is not limited to organisations with an imminent Oracle Fusion programme.

2037

Oracle EBS 12.2 has a long support horizon, with Oracle having extended Premier Support through at least 2037.

Consequently,many organisations have legitimate reasons to continue operating EBS ratherthanundertake an immediate transformation.

However, remaining on EBS does not mean accepting the cost and complexity of the surrounding estate indefinitely.

Organisations can modernise workflows, reduce manual activities, improve user experience and address ageing integrations without changing the core ERP.

This introduces an important distinction between ERP lifecycle decisions and business modernisation decisions.

The timing of an ERP replacement may depend on funding, organisational readiness, strategic priorities and wider transformation programmes.

The need to improve operational efficiency, strengthen controls and reduce technical debt often exists today.

These decisions need not be inseparable.

Indeed, modernising progressively may leave an organisation better prepared to evaluate and execute a future cloud transformation.

This can also inform the organisations AI Strategy and capability. Both ProcessSense and Oracle Integration Cloud (OIC) have comprehensive MCP Servers. ProcessSense is a headless application, with full API Coverage.

The platform can be used to integrate with any of the organisations Agentic AI solutions, including Oracle Agent studio in SaaS or OCI. Agents can work with ProcessSense processes in the use case requires this.

ProcessSense can also call out to any of the organisations Large Language Models (LLM's) to augment use cases as required, this can be using Oracles Native OCI LLM's or specific organisations models. This is all managed with secure data controls and full auditing.

10. Conclusion: modernisation should not have to wait

For organisations operating mature Oracle E-Business Suite estates, the path to the cloud is rarely defined by the ERP alone.

The greater challenge often lies in the extensive network of customisations, integrations, data dependencies and business processes that has developed around it.

Attempting to address all of this complexity during a single ERP transformation can create significant pressure on programme cost, resources, testing and business adoption.

An alternative is to start simplifying the estate before the migration begins.

By separating business process modernisation from ERP replacement, organisations can address technical debt progressively, improve operations today and establish a more sustainable architecture for the future.

This does not remove the need for careful planning, process redesign or integration testing when the move to Fusion eventually occurs.

It does, however, offer the opportunity to approach that transformation with fewer

> **The question for Oracle EBS customers is no longer simply, "When should we move to Fusion?"**
>
> **It is also, "What can we modernise now so that our business benefits today, and our future transformation becomes easier?"**

Modernise once. Take the process with you.

About Rossera

Rossera specialises in Oracle enterprise technology, process automation and business transformation. Its ProcessSense platform helps organisations digitise and automate business processes, extend Oracle applications and introduce more flexible, governed ways of working across complex enterprise environments.

Through its experience of Oracle E-Business Suite, Oracle Fusion Cloud, Oracle Integration Cloud and Oracle Cloud Infrastructure, Rossera helps organisations address immediate operational challenges while preparing their technology estates for future change.

CONTACT

Start the conversation.

Meaningful progress starts with the right conversations. If you'd like to discuss the ideas explored in this paper or explore what they could mean for your organisation, we'd be happy to connect.

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