

Survey reveals Oracle EBS customers are changing tactics

Organizations are evolving EBS strategies to accelerate innovation without the high cost and disruption of rigid upgrades.



Oracle E-Business Suite (EBS) applications continue to serve as a financial, human resources, and supply-chain backbone for global enterprises. Its position as a mission-critical system for business operations is unquestioned, and its stability and depth remain unmatched.

In a recent Foundry survey of 300 senior IT leaders whose organizations utilize Oracle EBS, 83% say the solution is important to their business over the next 12 to 24 months, with 33% indicating it is “mission-critical.” See the “About the research” box.

As organizations’ priorities, emerging technologies, and resource availability evolve, so are the strategies of executives leading the charge with their Oracle EBS investments. The anchors of forward-looking decisions around Oracle EBS include: mismatched cost to benefits expectations; the demand for greater ROI of IT investments; and ensuring systems can continue to serve the needs of the business without constant upgrade and migration disruption.

Most are finding ways to reduce costs, increase efficiency, and innovate in and around their core EBS applications – building agility on top of a platform designed for transactional stability and consistency.

About the research

Foundry conducted an online survey among 300 senior IT decision-makers in North America, Europe, and Asia-Pacific, working at companies with 500+ employees and all currently running Oracle E-Business Suite in their organizations. The research was fielded from August to September 2025, and was sponsored by Rimini Street.

The innovation gap: Why EBS upgrades don’t deliver on AI priorities

More than half (59%) of IT leaders rank artificial intelligence (AI)-led innovation initiatives among their top priorities for the next two years. Agentic AI and related AI initiatives are imperatives today, with extreme pressure to implement from boards and senior executives.

In compliance with the traditional software vendor maintenance model, most enterprises are keeping EBS current: 71% of responding companies are on version 12.2.x.

Unfortunately, operational and upgrade programs like those for EBS often consume considerable costs and resources but do not deliver on the AI-led innovation imperative. Customers don’t receive agentic AI capabilities, for example, in EBS updates.

Figure 1 |
What IT leaders prioritize vs. what drives EBS upgrades

Top IT priorities (next 24 months)

Cloud services and infrastructure	68%
AI-led innovation	59%
Security/compliance	52%

Top drivers for EBS upgrades

Performance/reliability	70%
New features	56%
Keeping security and support current	36%

SOURCE: FOUNDRY

The majority of resources expended on EBS are focused on simply “keeping the lights on” through performance, compliance, and system reliability efforts rather than advancing the innovation agenda. Organizations diverting resources to upgrade are doing so simply to maintain core operations.

Hidden costs and traps that stall innovation

Upkeep and upgrades consume a large share of IT resources related to Oracle EBS, but they come at a price.

Ongoing updates and maintenance costs, baked into the status quo of the traditional enterprise software model, divert resources that could otherwise be used to invest in innovation. Each update demands extensive testing, validation of customizations, and coordination across multiple business functions. In fact, half of IT leaders say compatibility with customizations is their top challenge, followed by upgrade cost (43%) and risk of disruption (38%).

Organizations running EBS release 12.1 or earlier are now in the mode of “[Sustaining Support](#),” meaning they no longer receive new updates, fixes, security alerts or patches, or tax, legal, and regulatory updates required for compliance. For most EBS customers, support for customization is not included, adding further complexity.

The costs compound when factoring in additional support and services needed to maintain mission-critical systems. The result: Innovation stalls as resources remain locked in endless upgrade cycles instead of driving strategic initiatives – leaving organizations behind schedule and competitors.

Support that accelerates innovation

Survey results show how closely Oracle EBS teams are tied to day-to-day operational system management. IT teams spend most of their time (58%) managing Oracle EBS – maintaining, updating, and customizing – versus 42% on deploying new incremental features or functionality. This imbalance highlights a trade-off: Maintenance activities divert resources that could otherwise drive incremental improvements – let alone transformative capabilities like agentic AI.

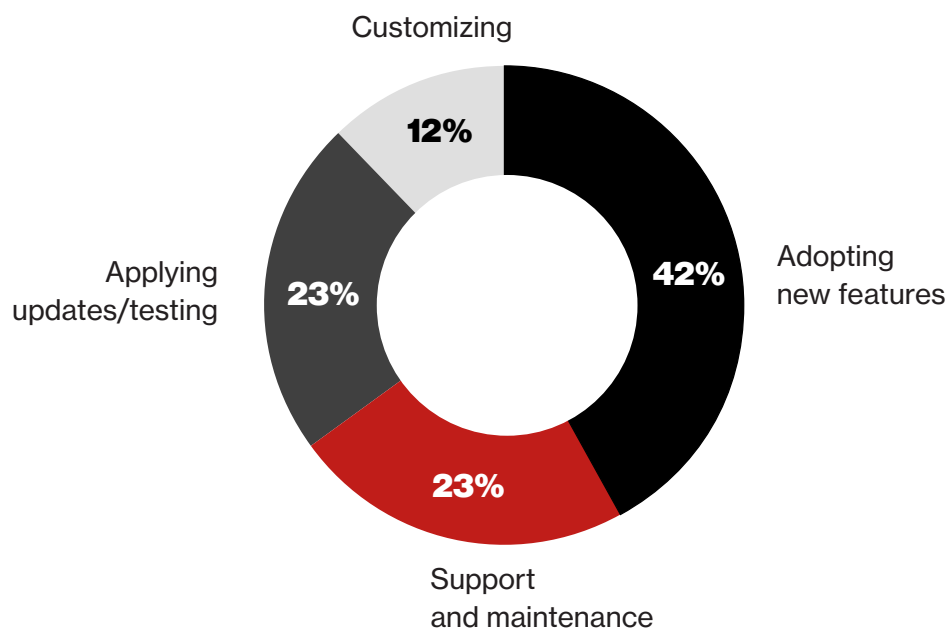
It is essential to ensure system reliability, compliance, and performance through maintenance

and related activities – areas traditionally addressed through vendor support. But as enterprises devote so much effort and budget to maintenance and related activities, it raises a broader question:

In what ways can organizations leverage new strategies to reduce this burden and help organizations to shift focus to strategic goals and initiatives?

A proven strategy for thousands of organizations includes switching annual support from vendor to third-party support and offloading routine work to managed-service providers. This approach frees up budget and teams to focus on strategic projects that improve performance,

Figure 2 | Where IT time goes in EBS deployments



SOURCE: FOUNDRY

enable competitive advantage, and transform user experiences.

With dependable support in place and no need to engage in disruptive upgrades, organizations are deploying AI and other innovation investments on top of and around their reliable, stable EBS core software.

Oracle EBS can run business operations and transactions for years while serving as the foundation for integrated AI investments. By layering these technologies around existing systems, enterprises can reduce risk and cost while improving efficiency and visibility across operations without delay.

Overall, the research findings reinforce a key point: Meaningful innovation can happen within existing systems when organizations have the flexibility to choose their own tools and timing.

Connected systems for greater agility

Building on this flexibility, many organizations are rethinking enterprise resource planning (ERP) strategies to prioritize cost-efficiency, agility, and innovation. In fact, 97% of IT leaders cite interoperability with non-Oracle applications, operating systems, or other infrastructure as important to their ERP plans.

The need for interoperability could result from two factors:

- 1.** EBS customers may want to extend the life of their EBS asset by continuing to run it longer while ensuring compatibility with changing technology stacks.
- 2.** EBS customers may not be receiving the innovation they need in Oracle EBS updates and are seeking innovation from other sources that require tight integration and connectivity.

Connected systems give enterprises the freedom to choose the tools and technologies that best fit their business. The survey shows 59% of Oracle EBS respondents are evaluating replacements for specific EBS modules such as human capital management and customer relationship management, likely in response to unmet innovation needs.

This modular approach can also help IT leaders manage the pace of change. Innovating around a stable tech stack or core allows IT teams to introduce new capabilities where they create clear business value – without committing to vendor-driven upgrade cycles. It's a more deliberate, efficient way to modernize, aligning with enterprise priorities to reduce the risk of vendor lock-in.

Turning stability into strategic advantage

The survey confirms a clear reality: Oracle EBS remains a mission-critical system, trusted for stability and compliance – but the associated costs do not always provide the level of value expected. Meanwhile, innovation is increasingly happening outside Oracle's upgrade cadence.

Instead of letting the status quo stall progress, forward-thinking strategies are extending the lifespan of current Oracle EBS investments. Doing so ensures the reliability and high performance needed for stability and redirects savings achieved to fund AI-led innovation now – on top of a strong EBS foundation.

97%

cite interoperability as important to their ERP strategy

The survey shows that IT leaders are putting such priorities into action:

- **Maintain what works**
- **Find savings where possible**
- **Innovate with urgency**

This approach transforms stability into momentum. With EBS as a dependable foundation, organizations can evolve with confidence and shape the future of their innovation roadmap on their own terms.

Rimini Street helps enterprises better support and optimize enterprise

software, allowing them to leverage savings for innovations such as agentic AI deployment over the top of current ERP software, all within existing budgets. Through third-party support, managed services, and strategic guidance across Oracle, SAP, Microsoft, and more, Rimini Street enables organizations to modernize on their own timeline – without the cost or risk of unnecessary upgrades. [Learn more here.](#)