

Mid-Market ERP Selection Matrix

A platform-neutral comparison for JDE organizations evaluating NetSuite, Fusion, and S/4HANA.

Choosing the successor to your JDE environment is a high-stakes decision that most organizations make with incomplete information. The major SIs will push you toward whichever platform nets them the largest implementation fee. This matrix presents the same benchmarks we use in our Stage 1 Selection Advisory engagements — platform-neutral, based on operational reality, not vendor marketing.

Executive Comparison Matrix

FEATURE	NETSUITE	ORACLE FUSION	SAP S/4HANA
Best For	High-growth, agile mid-market firms	Complex global firms staying in the Oracle ecosystem	Large-scale manufacturing and complex supply chains
Complexity	Moderate (4–9 months)	High (9–18 months)	High (12–18+ months)
Customization	SuiteCloud (low-code, flexible)	High capability but requires process change to "Clean Core"	Strict Clean Core (extensibility model)
TCO (3-Year)	Lowest (opex-heavy subscription model)	Moderate to High	Highest
JDE Affinity	Moderate — different architecture, Oracle data model familiarity	High — familiar Oracle logic, natural ecosystem evolution	Low — significant learning curve, different paradigm
AI Maturity	Embedded — ready to use, business-analyst friendly	Embedded — autonomous finance, agentic workflows	Embedded — agentic supply chain, predictive manufacturing
Data Migration	Schema mapping required — not an upgrade, a re-implementation	Not an upgrade — complete rewrite despite Oracle branding	Full transformation — Business Partner data model adoption required

Critical: None of these migrations are "upgrades." All three require a full re-implementation. The Oracle branding on Fusion creates a false sense of continuity — Fusion is as much a rewrite as SAP or NetSuite. Plan accordingly.

Platform Deep-Dive: The JDE Transition Lens

NetSuite: The Agility Play

Fastest path to a modern cloud ERP for mid-market firms. Unified suite (financials, CRM, e-commerce) with the lowest total cost of ownership. The challenge: JDE users accustomed to deep customization will need to adopt standardized processes. SuiteCloud offers flexibility, but it's a different paradigm than JDE's open customization model. Best fit for organizations prioritizing speed-to-value over configuration depth.

Oracle Fusion: The Natural Evolution

The highest functional parity with the Oracle ecosystem. If your organization runs Oracle databases, Oracle middleware, and Oracle integrations, Fusion consolidates the stack. The challenge: this is not an upgrade from JDE — it is a complete rewrite on a different architecture. The "Oracle-to-Oracle" narrative creates false comfort. The data model, the configuration approach, and the user experience are fundamentally different.

SAP S/4HANA: The Industrial Gold Standard

Unrivaled for complex manufacturing, multi-plant supply chains, and global operations. The deepest functional depth in production planning, quality management, and warehouse execution. The challenge: highest implementation complexity, longest timeline, steepest learning curve. The Business Partner data model alone requires 6–12 months of data remediation for most JDE shops. The "culture shock" is real.

The "Two-Front War" Risk Assessment

RISK FACTOR	BIG SI MODEL	ALLARI CO-MANAGED MODEL
Legacy Drain	Internal team struggles with JDE KTLO while trying to participate in the build	Allari handles JDE operations. Core team is 100% focused on the new platform.
Knowledge Gap	Junior SI consultants learn your business on your timeline	Senior specialists with deep JDE operational knowledge from day one
Ownership	Low adoption — your team "rents" the system, doesn't own it	Your team co-leads the build, owns the system on day one
Timeline Risk	38.4% of team capacity consumed by reactive work before the project starts	Operational airlock eliminates production interrupts to the build team

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