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Choosing a cloud ERP migration that delivers AI value

Your path to an agentic cloud ERP



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Section 1:

Why move to the cloud?

The cost of waiting is now higher than the cost of moving

For years, the case for moving an enterprise resource planning (ERP) system to the cloud has rested on a familiar set of benefits:

- **Better security and compliance**, managed by your cloud partner
- **Reduced burden on IT**, freeing teams to focus on the business
- **Lower total cost of ownership** with the ability to pay only for what you need
- **Faster scalability to respond to growth**, seasonality, and mergers and acquisitions (M&A)
- **Easier integration** across applications and data sources
- **Continuous innovation** without disruptive upgrade projects



These important reasons still hold.

They are why

millions of organizations are already in the cloud,

and why most ERP buyers now treat cloud as the default rather than the decision.





But the urgency to move to cloud has changed, and AI is the reason

Cloud migration is no longer just about modernization benefits. It is about whether your business can keep up with the pace of change, and whether your ERP can support the artificial intelligence (AI) capabilities that will define your competitive performance over the next decade.

Two forces are driving this shift. First, business has never been more complex. Supply chain disruption, market headwinds, and rising customer expectations are reshaping what your systems must deliver. Second, AI is changing how enterprises operate. They are moving beyond AI experimentation, embedding intelligence directly into core operations. Together, these forces have made your ERP the most important determinant of whether your business leads or lags.

The cloud ERP you choose determines whether you keep up or pull ahead.



Why waiting costs more than moving

On-premises and aging cloud systems cannot absorb the pace of change and AI innovation. By the time an upgrade is planned, tested, and deployed, the capability has already moved on. Every month spent on an aging system is a month your competitors are gaining an edge by:

- **Deploying AI and agentic capabilities** that improve forecast accuracy, automate exceptions, and accelerate decisions
- **Responding faster** to supply disruption and buyer shifts
- **Reducing manual work** in finance, planning, and customer service
- **Compounding their advantage** as AI models, agents, and use cases continue to evolve

The hidden cost of waiting is exponential. A multi-vendor stack built around an aging core, with separate tools for integration, data, analytics, robotic process automation (RPA), and security, adds licenses, skill sets, and integration debt. AI built on that foundation inherits every gap underneath, making it harder to deploy.



Early adoption of AI is already showing in financial results. According to McKinsey, early adopters of AI-powered ERPs report EBIT improvements of

**5%
or more***

The good news? You don't have to wait until you are in the cloud to start with AI.

The right vendor can also meet you where you are today, putting AI to work in your current environment while your migration path takes shape.

The question is no longer whether to move to the cloud. It's what the right path is for our business—and how to choose a solution that keeps us competitive five years from now.

* McKinsey Technology, May 2026, The end of ERP as we know it? Five ways AI is disrupting ERP.

The cost of waiting compounds

Every cycle on an aging ERP is a cycle competitors use to pull ahead.



Move now

- AI deployed at go-live
- Agentic capability in production
- Process mining catches workflow drift
- AI cleaning master and third-party data
- Each cycle compounds the lead

Wait

- Competitors deploy AI and agents first
- AI projects stalled on dirty data
- Integration debt keeps growing
- Customization debt keeps deepening
- Gap widens every quarter

From on-premises to AI-ready



State Electric Supply, one of the largest US electrical distributors, moved from an on-premises ERP to Infor CloudSuite™ Distribution—an industry-built solution with distribution processes and data models already embedded. By adopting what was already there rather than customizing from scratch, they went live in 13 months, under budget, and with a clean data foundation ready for AI from day one.

That foundation is what made the difference. Within months, State Electric was using AI and process mining to turn operational data into measurable results:

86% faster
identification of process issues

60% faster
shipment processing (5 days to 2 days)

57% faster
speed to payment (7 days to 3 days)

50% reduction
in time spent diagnosing problems

[See the full customer story](#)



Analyst recognition for ERP and AI

When evaluating vendors, independent analyst validation matters. It signals a sustained ability to execute and a roadmap that holds up to scrutiny year over year.



In a 2025 report, How Infor Prepares Its Customers for AI Success, Nucleus Research examined how Infor's unified data architecture supports AI performance at scale, finding that customers achieve measurable business results 54% faster than the industry average and deploy AI up to 30% faster, with 10 to 20 percentage point gains in model accuracy compared with those using federated data.

[Read the Nucleus Research report](#)



Gartner

Infor has been named a Leader in the 2025 Gartner® Magic Quadrant for Cloud ERP for Product-Centric Enterprises for the fifth consecutive year. Infor also scored highest in 3 out of 7 use cases in the 2025 Gartner® Critical Capabilities for Cloud ERP for Product-Centric Enterprises, including highest in ERP for processes manufacturing, project/asset intensive manufacturing, and for lower midsize enterprises \$50–\$250 million US.

[See the Gartner recognition](#)



Section 2: Strategic priorities to consider when moving to the cloud

Three questions that should shape your cloud decision

Cloud migration is a series of choices about what you want your business to do differently once you get there. Most migrations underperform because leaders skip the strategy. When you evaluate vendors, these three questions matter.

1.

Industry fit:
Does the ERP
understand
my business
on day one?

2.

AI readiness:
What is the
right time
to start
with AI?

3.

Path to value:
Are we set
up to deliver
value quickly
and build on it
over time?



1.

Industry fit: Does the ERP understand my business on day one?

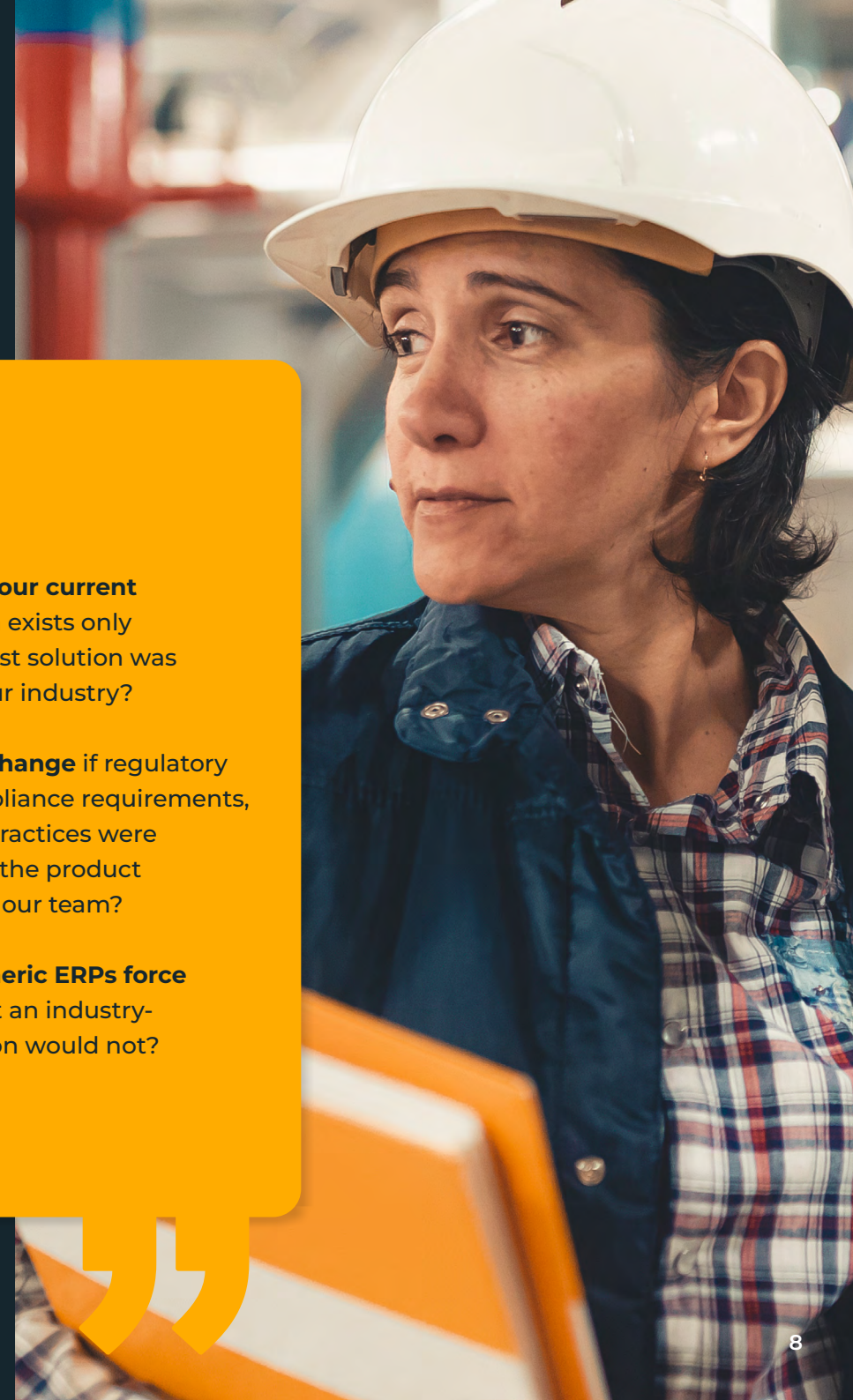
Generic ERPs ask you to configure your way to industry relevance. That work is expensive, slow, and never finished. It also creates the customization debt that makes future upgrades painful. An industry-specific cloud ERP has contextual data models, workflows, and processes built in.

This distinction matters. Industry context isn't a customization layer on top of horizontal software. It is the architecture itself, which gives the ERP the right workflows without customization and allows AI to deliver precise outcomes rather than generic suggestions.



Ask yourself:

- **How much of our current customization** exists only because our last solution was not built for our industry?
- **What would change** if regulatory updates, compliance requirements, and industry practices were maintained in the product rather than by our team?
- **Where do generic ERPs force trade-offs** that an industry-specific solution would not?



2.

AI readiness: What is the right time to start with AI?

Most ERP migrations treat AI and agents as a future phase. That sequence wastes value. Asking employees to learn a new workflow only to automate it later with agentic AI wastes time. Process mining catches workflow misuse before bad habits set in. Built-in AI chat speeds adoption.

The best moment to put AI to work is the moment you are in. For organizations migrating to the cloud, deploying AI at go-live multiplies ERP value, accelerates adoption, and moves your business ahead of competitors waiting on phase two. For organizations already in the cloud, AI can deliver value today against the workflows your teams already use. For organizations not yet ready to migrate, AI can be put to work in your current environment while your migration path takes shape.

What matters is starting. Every AI cycle missed is a cycle your competitors are using to pull ahead. And the right vendor will meet you where you are on your journey.

Ask yourself:

- **Can we put AI to work** in our current environment, or does it require a future project?
- **Are we evaluating AI as a feature,** or as a continuous stream of capability that compounds over time?
- **What is the cost** of being two AI cycles behind our competitors in three years?

3.

Path to value:

Are we set up to deliver value quickly and build on it over time?

Most ERP migration programs lose momentum before they deliver value.

- ✓ **Scope expands**
- ✓ **Customization accumulates**
- ✓ **Timelines stretch**

The path to value matters as much as the destination. Look for prescriptive, predictable deployments that anchor outcomes to business metrics, with fixed scope and milestones that keep timelines and costs under control. The right partner defines your migration around your outcomes that matter most, and stays accountable through the full transformation, not just implementation.

Ask yourself:

- **What business outcomes** are we trying to reach in year one, and is our migration plan tied to them?
- **How will we measure value** during implementation, not just after go-live?
- **Is our ERP vendor accountable** for results after the system goes live, or does their role end at implementation?

Section 3:

From AI assistants to AI agents

Cloud migration is a foundation for the agentic enterprise

The conversation about cloud has changed because the conversation about AI has changed.

AI used to mean analytics dashboards and forecasting models. Useful, but contained. Today, AI is starting to act inside the business. It summarizes the day's exceptions for a planner before the morning meeting. It drafts a customer response that a service rep approves and sends.

These are not future capabilities. They are in production today across the business. And they only work when the underlying platform was built to deliver them.

AI agents are here, and they do not just suggest, they act.

A purchasing agent flags a supplier issue, evaluates alternatives against your business rules, and recommends a decision your team approves. An inventory agent monitors stock levels, anticipates a shortage, and triggers a reorder before anyone notices the gap. Similarly, a workforce agent fills open shifts automatically, aligned with employee skills and overtime status.

The same agentic capability that accelerates a business can damage it by acting on the wrong data or outside the right guardrails. Governance cannot be a bolt-on. Platforms ready for the agentic era build governance, risk, and compliance into the core, so every agent action is traceable and auditable.

Leaders should be able to ask why an agent approved a vendor exception last week and see the full reasoning, data, and policy behind it. That is the difference between agentic AI you can pilot and agentic AI that scales.



Agentic AI is real and it is moving fast.

What matters is choosing a solution now that will deliver it without another migration. The companies that build on the right foundation today will adopt agents in days and months rather than years.

Section 4:

Choosing your path

Cloud strategy is not one-size-fits-all

The most effective migrations start with a clear strategy and a plan that reflects how your business actually runs and where you want it to go.

Evaluate these five areas.

1.

Define the outcomes and priorities that matter most

Migration is a means, not an end. Define the metrics that need to improve, the return on investment (ROI) required, and where the biggest value will come from first. You don't have to pick one priority, just what comes first.

2.

Assess your current environment

Most migrations underestimate the complexity of what exists today. Map your custom code, reports, and integrations. Identify which workflows are real differentiators. A modern ERP arrives with proven, industry-specific processes built in, so customization should only cover what sets your business apart.

3.

Get your data AI-ready

Every organization is plagued by master data challenges, including third-party data from connected systems. Additionally, the resources to fix it never seem to be there, and AI inherits every gap underneath. Look for an ERP partner whose AI capabilities can clean and structure your data as part of the migration. Ask your vendor how AI can be used to prepare your data. The right answer will accelerate your journey to an agentic ERP.

4.

Pressure-test the path to value

Before you sign with a vendor, align on priorities and business outcomes. Get clear answers on how value will be measured during implementation, what change management is built in, and what the vendor stays accountable for after go-live.

5.

Plan for continuous innovation

Your competitors will deploy generative AI (GenAI), AI agents, and other technologies to accelerate their business, so whatever solution you choose must keep up. Look for a multi-tenant architecture that delivers new capabilities continuously, open application programming interfaces (APIs), and a roadmap that keeps you competitive. Your vendor must also help your teams adopt new functionality as it arrives.

Section 5:

Take your next step

Move forward with confidence

A cloud migration is one of the most consequential decisions your business will make this decade.

Done right, it modernizes your operations and puts AI to work in your business from day one. Done wrong, it locks in years of customization, integration debt, and missed competitive ground. Whatever your path, three decisions will define the value you will get at go-live and beyond.



1. Industry-specific over generic solution.

A solution built for your industry shortens implementation, reduces customization, and delivers value sooner.

2. AI on your timeline, not theirs.

AI deployed as early as possible moves your business ahead of competitors waiting until after the ERP is implemented.

3. Choosing a partner, not just a vendor.

The right partner stays accountable to your outcomes before, during, and after go-live.





Experience cloud software in action

See how it works



Explore Infor's industry-specific agentic cloud ERPs

Learn more



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