SYNTAX

Closing the JD Edwards Value Gap

A practical guide to extending JD Edwards with AI, automation, and modern integration, without replacing the system you depend on.

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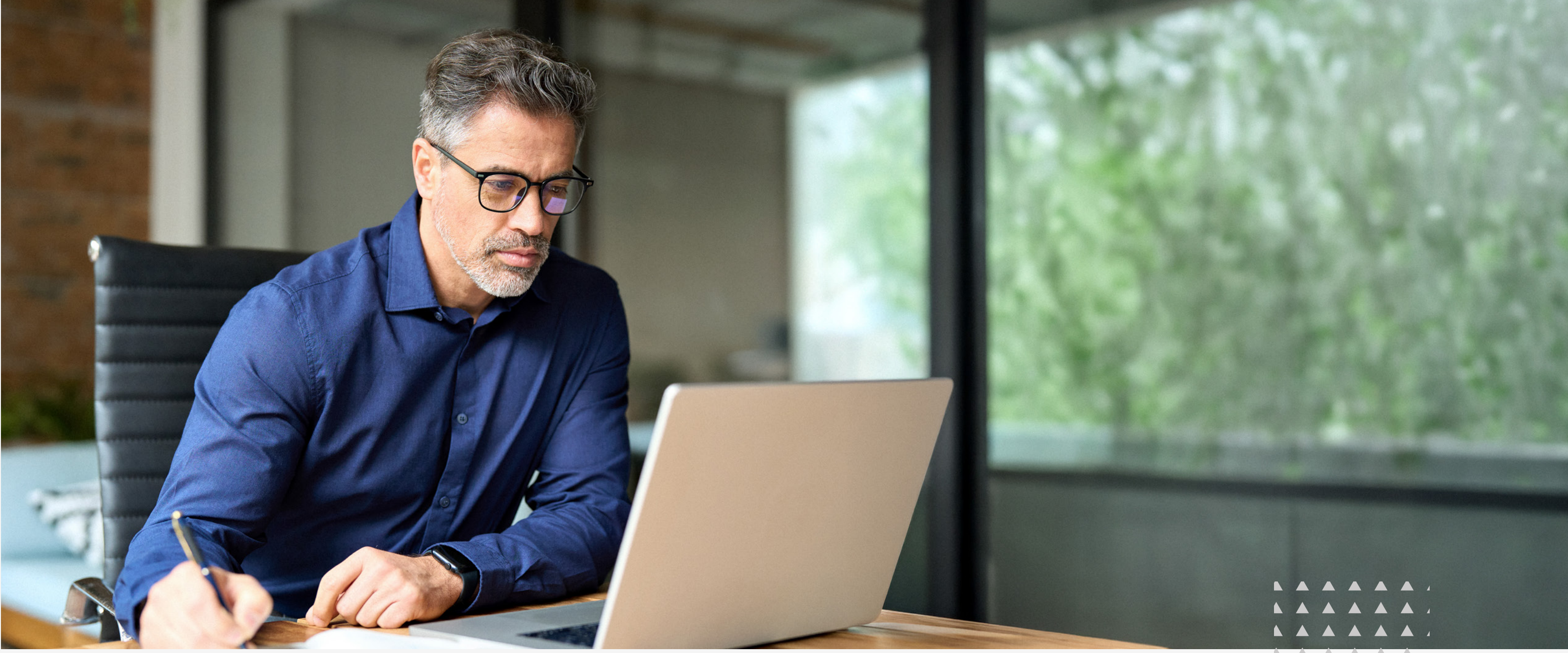

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Overview: The Right Question to Ask About JDE

If you run JD Edwards, you have probably heard the same question more than once in the last few years: is it time to move on? The question comes from vendors with something to sell, analysts with a framework to apply, and sometimes from inside your own organization. It deserves a straight answer.

The short answer is no. The longer answer is worth understanding.

JDE is not a system on borrowed time. Oracle has extended Premier Support for EnterpriseOne 9.2 through at least 2037 and continues to deliver meaningful innovation to the platform every quarter. The organizations that moved away from JDE to start fresh on a new ERP are not uniformly better off. Many are still recovering from the cost, the disruption, and the gap between what was promised and what was delivered.

The real question is not whether JDE has a future. It's whether you're getting the value JDE can deliver in 2026—or just paying the bill.

For most JDE organizations, the honest answer is the latter. Infrastructure is aging. Tools releases are behind. The data inside the ERP is being used for reporting and compliance and little else. Meanwhile, the cost of running the environment keeps climbing and the gap between what your team can do and what your business needs keeps widening.

This guide is for the CIO and the CFO who need to make a decision together. It covers what JDE's current platform position means for your technology strategy, what it costs to stand still, the realistic paths forward, and how to build a business case that holds up to scrutiny. It is not a feature catalog. It is a framework for making a sound decision about one of your most significant technology investments.

The organizations getting the most from JDE are not the ones who replaced it. They are the ones who decided to use it properly.

1 What Oracle Is Actually Telling You

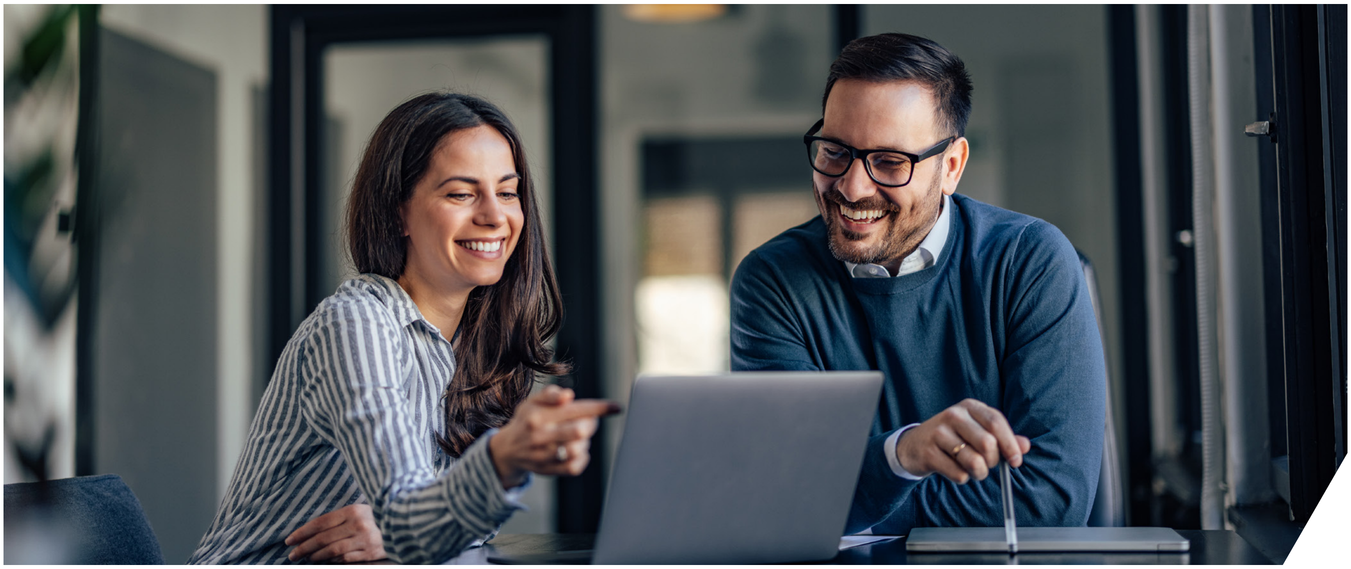
Oracle's decision to extend Premier Support for JD Edwards EnterpriseOne 9.2 through at least 2037 was not a reluctant concession to a large installed base. It was a deliberate signal that JDE is a platform with a long future, not one being managed toward retirement.

The support model itself has changed in ways that matter. Oracle no longer delivers JDE innovation through disruptive multi-year upgrade cycles. Updates arrive quarterly, delivering dozens of enhancements to the existing 9.2 code line. Organizations can evaluate each release independently and adopt new capabilities on their own schedule. The cost and risk of staying current are dramatically lower than they were five years ago.

Where Oracle is concentrating its moving-forward investment is equally telling. The focus is on the technology surrounding JDE: AI capabilities at the database layer, cloud infrastructure, integration services, and tools for building automation workflows. This technology is how JDE customers connect their ERP to modern analytics, AI-driven decision support, and automated business processes without replacing the system running their core operations.

For both the CIO and CFO, the implication is the same. The platform is actively supported, the innovation pipeline is real, and the data asset sitting inside the ERP has barely been touched. The question is not whether to write off the investment. It is whether to finally get a full return on it.

Organizations that read Oracle's support commitment as a reason to wait are drawing the wrong conclusion. Oracle is not buying time. It is building capabilities. The customers who benefit most will be the ones who act, not the ones who wait.



2 The Cost of Standing Still

It is easy to mistake inaction for a strategy. The system runs. The business operates. Nothing is broken. Why introduce risk by changing something that works?

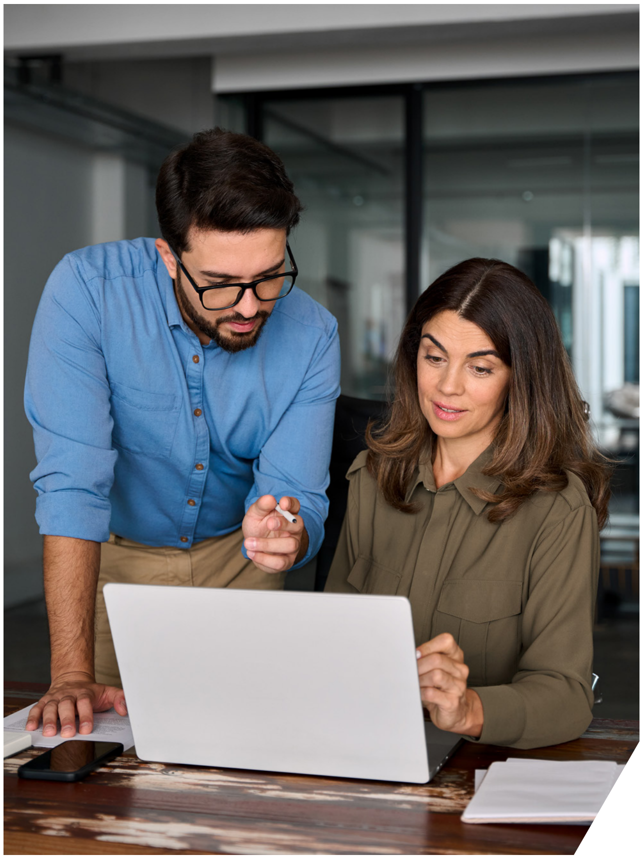
But inaction has a cost, one that builds quietly across infrastructure, operations, and missed opportunity.

Start with infrastructure. Most JDE organizations running on-premises are managing hardware aging toward a refresh cycle, data center costs fixed regardless of utilization, and a disaster recovery posture that looks more like hope than architecture. Every year without a decision is a year closer to a forced move driven by hardware failure or lease expiration rather than a strategic plan. Forced moves are more expensive, more disruptive, and less likely to produce the right outcome.

Then there is the problem of tools currency. Organizations running older JDE tools releases are not just missing new features. They are locked out of automation capabilities, AI readiness, and security improvements Oracle has been building into the platform. The gap widens with every quarterly release. Closing it later means a larger, more complex project than addressing it now.

The security exposure is real and no longer theoretical. In late 2025, two critical vulnerabilities in Oracle EBS environments were exploited by a major ransomware group targeting internet-facing systems. JDE organizations running outdated tools releases and traditional password-only authentication face comparable exposure. The cost of a breach dwarfs the cost of modernizing authentication and staying current on security patches.

Finally, there is the opportunity cost that rarely gets modeled. The data inside a JDE environment represents years of operational history across finance, procurement, supply chain, and operations. In most organizations, it is used for month-end reporting and compliance, not demand forecasting, cash flow prediction, or operational analytics. The tools to unlock that value exist today and can be layered on top of JDE without replacing it. Every year of inaction is a year competitors are pulling ahead.



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The Paths Forward

There is no single right answer for every JDE organization. The right path depends on where you are today: your infrastructure posture, your tools currency, your team's capacity, and what the business needs to do next.

Modernize in Place

For organizations whose infrastructure is stable and whose primary need is to close the gap between what JDE can do and what they are currently using, modernizing in place is the most direct path. The goal is to get current on tools, releases, and security, then start layering capability on top of the system you already run.

Getting current is the prerequisite for everything else. An organization running an outdated tools release cannot access the automation capabilities, AI integrations, or security improvements Oracle has been delivering. Closing that gap gives you access to a platform most JDE customers are not yet using.

Once current, the opportunity is in the data: years of operational history that can be connected to analytics, automation, and AI without touching the ERP itself.

IGI Group, a Toronto-based specialty manufacturing company, upgraded from JD Edwards EnterpriseOne 8.12 to 9.2 with Syntax, finishing on time and 15% under budget. The upgrade reduced Oracle support costs, improved security posture, and enabled automation of multiple business processes that had previously required manual effort. “Syntax has led us through multiple upgrades that have always gone very well,” said Bill Sandblom, MIS Director at IGI. “Our JD Edwards upgrades have finished on time and under budget, which tells you all you need to know about Syntax’s project management capabilities.”

Move to the Cloud

For organizations approaching a hardware refresh, facing a data center lease decision, or carrying infrastructure costs that no longer make sense, moving JDE to the cloud resolves the infrastructure problem and opens the door to capabilities that on-premises environments constrain.

The financial case is well established: elimination of hardware refresh CAPEX, reduction of data center operational costs, and a shift from unpredictable infrastructure spend to a predictable operating model. REC Solar reduced their annual JDE operating budget by nearly 25% following migration to AWS with Syntax, with zero infrastructure downtime post go-live.

What makes JDE migration different from a standard cloud migration is application complexity. Years of customizations, third-party integrations, and multi-entity configurations do not move themselves. The technical risk lives in the application layer, not the cloud layer, which is why the quality of the migration partner matters more than the cloud platform itself.

Laticrete International, operating across 26 plants in over 100 countries with 19 third-party integrations, completed their migration to AWS without operational disruption. North American Construction Group, one of Canada's largest heavy construction and mining operators, migrated JDE from a legacy IBM i AS/400 environment to OCI, achieving more than 80% improvement in both RTO and RPO. "The flexibility to adapt and grow our cloud-based JD Edwards environment allows our business to grow more quickly," said Nathan Okrainetz, Business Solutions Manager at NACG.

The migration decision involves a sequencing choice: move first and upgrade later, or combine both. Combining reduces long-term disruption but increases project complexity. Separating is lower risk per phase but means two major change events. The right call depends on your current release, customization depth, and team capacity.

Syntax supports JDE on AWS, Azure, OCI, and Syntax Enterprise Cloud. The right destination depends on your existing infrastructure investments, licensing structure, and where you want to take the environment next. That decision should be driven by your business requirements, not by a provider's preferred platform.

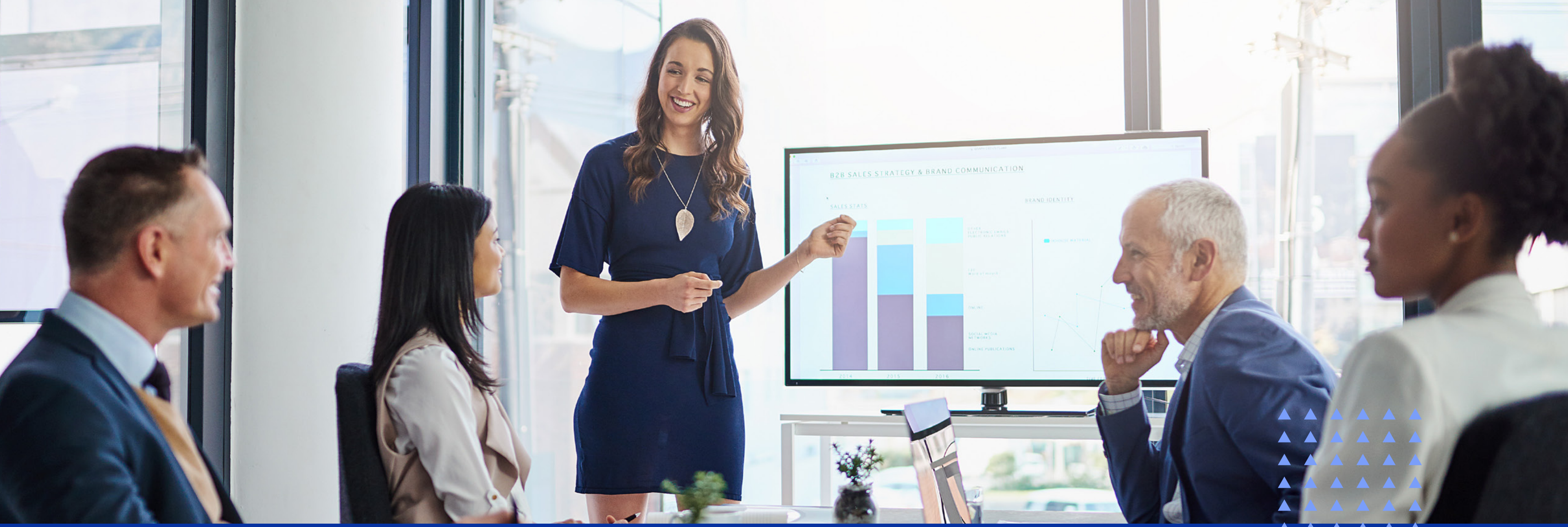
Modernize and Move

The third path combines both: getting current on the platform while moving to cloud infrastructure. It is the most complex option, but it produces the most complete result.

Few organizations illustrate this path better than PCL Construction. Over 119 years of growth, PCL had accumulated 26 independently managed JDE instances running on legacy IBM AS/400 infrastructure. Enterprise reporting was cumbersome, operational risk was high, and the gap between what the environment could do and what the business needed kept widening. Working with Syntax, PCL consolidated all 26 instances into a single unified environment on Microsoft Azure, supporting over 370 financial entities across finance, payroll, asset management, project execution, and supply chain. The result was not just a modernized infrastructure. It was a platform PCL can actually grow on.

PCL's scale is unusual. The underlying dynamic is not. Organizations carrying accumulated JDE complexity across multiple instances, outdated infrastructure, and deferred modernization often find that doing both at once produces a better result than tackling them separately.

Whichever path you take, the starting point is the same: an honest assessment of where you stand today across infrastructure, tools currency, security posture, and data readiness.



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Unlocking What's Already There

Most JDE organizations are running a data asset they have barely begun to use. Years of transactions across finance, procurement, supply chain, and operations sit inside the ERP, available for reporting and compliance and little else. That is not a JDE limitation. It is an architecture problem, and it is solvable without replacing the system.

The organizations getting the most from JDE have changed how they think about the system. The ERP is no longer just the system that runs the business. It is the data foundation on which smarter operations are built. Demand forecasting, cash flow prediction, supply chain visibility, operational analytics—these capabilities do not require a new platform. They require connecting the data you already have to tools that can act on it.

The prerequisite is data that is clean, governed, and accessible. Dashboards built on inconsistent data show unreliable numbers. Forecasting models trained on ungoverned data produce misleading results. The foundation has to come first.

Once that foundation is in place, the results are tangible. Finance leaders can move from month-end reporting cycles to real-time visibility into cash flow, variance, and procurement performance. Operations teams can surface patterns across supply chain, project, asset, and financial data that manual reporting would never reveal. AI agents can handle routine process tasks—invoice matching, approval routing, exception flagging—that currently consume staff time without adding judgment or value.

Syntax DnA^3 is the framework through which Syntax delivers this for JDE customers, connecting AI, automation, and analytics to the data already inside the ERP under a single governed engagement model. Some organizations start with an analytics use case. Others start with automation. What matters is that each initiative builds on clean, governed data rather than creating another fragile one-off integration.

The starting point is wherever you are today. The goal is the same: putting the data you already have to work.

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How to Make the Case and Where to Start

The organizations that stall on JDE modernization rarely lack interest. They lack a business case specific enough to act on. Getting there starts with four questions most organizations have never formally asked.

What does the current environment *really* cost?

Not the line item on the IT budget, but the full picture: hardware, data center, staffing, licensing, deferred maintenance, and the accumulated risk of a DR posture that has never been properly tested.

What is an outdated tools release actually costing the business?

Every quarterly release that passes without evaluation widens the gap between what the environment can do and what Oracle has made possible. That gap costs real money in staff time, manual workarounds, and lost ground that rarely shows up on a single line item.

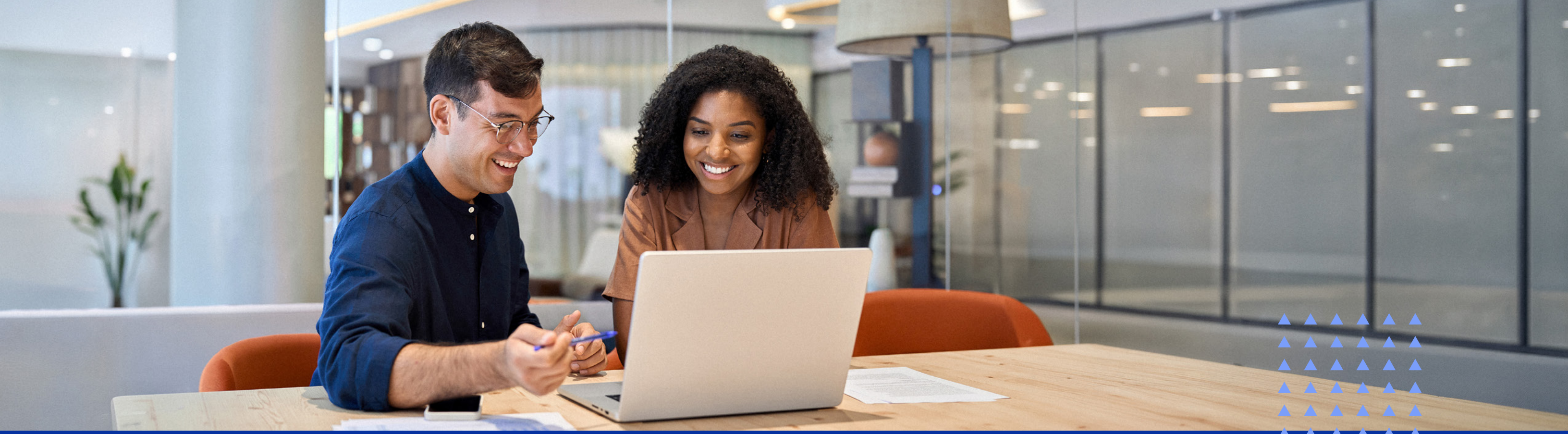
Where are the security exposures, and what is the realistic cost of leaving them open?

A ransomware event affecting an ERP is not a theoretical risk. It is a documented, recurring reality across industries. The cost of modernizing authentication and closing known vulnerabilities is almost always a fraction of the cost of an incident.

What would it take to actually use the data inside JDE?

Most organizations have never seriously asked that question, and it is the prerequisite for everything else. Without that assessment, nothing else moves forward.

Syntax structures this through a JDE Health Assessment covering all four dimensions, producing a clear prioritized set of recommendations without requiring a project decision upfront. The organizations that get this right are the ones that did the diagnostic work before they were forced to.



6 Why Syntax for JDE

Syntax has been a partner to JDE customers for more than 25 years. Modernizing a complex JDE environment without disrupting the business takes a kind of knowledge you can only build by doing it, across hundreds of engagements, in industries where the margin for error is low.

Syntax brings full-stack JDE capability: cloud infrastructure across AWS, Azure, OCI, and Syntax Enterprise Cloud; application managed services covering CNC administration, security management, and proactive patching; consulting across implementations, upgrades, and modernization; and DnA³, Syntax's Digital Innovation framework for connecting JDE data to AI, automation, and analytics. It is a single engagement model, which means the team managing your infrastructure understands the application, and the team modernizing your data architecture understands the environment it runs on.

That full-stack depth shows up differently depending on what a customer needs.

- PCL Construction consolidated 26 JDE instances into a single environment on Microsoft Azure, one of the largest JDE consolidations on record in North America.
- Laticrete International completed a global migration to AWS across 26 plants and 19 third-party integrations without operational disruption.
- REC Solar reduced their annual JDE operating budget by nearly 25% post-migration.
- North American Construction Group modernized JDE from legacy AS/400 infrastructure to OCI, cutting recovery time and recovery point objectives by more than 80%.
- Federated Co-operatives Limited switched to Syntax for application and technical managed services and reduced monthly support hours from 1,800 to 800 while restoring end-user confidence in the platform.

Different starting points, different needs, the same standard of execution.

That is what Syntax brings to every JDE engagement: specialist expertise, global infrastructure, and partnerships with Oracle, AWS, Microsoft, and other technology leaders.

Ready to Close the Gap?

Whether you are evaluating a cloud move, working to close a tools currency gap, or ready to start unlocking the data inside your JDE environment, the right first step is knowing where you stand today.

A JDE Health Assessment from Syntax gives you a clear, prioritized view of your environment across infrastructure, tools currency, security posture, and data readiness, without requiring a project commitment upfront.

Start your journey at:

- syntax.com
- hello@syntax.com

Discover how Syntax helps JDE customers modernize with confidence

Explore Syntax DnA³ — AI, automation, and analytics for your ERP

About Syntax

Syntax is a leading global technology solutions provider driving enterprise transformation in the cloud. We help organizations modernize mission-critical applications through AI-enabled innovation, industry-tailored outcomes, and end-to-end solutions across strategic advisory, implementation, and managed services. Through our Boutique @ Scale approach, we blend boutique level agility and care with the reach and resilience of a global enterprise. Supported by strategic partnerships with Oracle and other technology leaders, we empower customers to scale faster, work smarter, and build for what's next.

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