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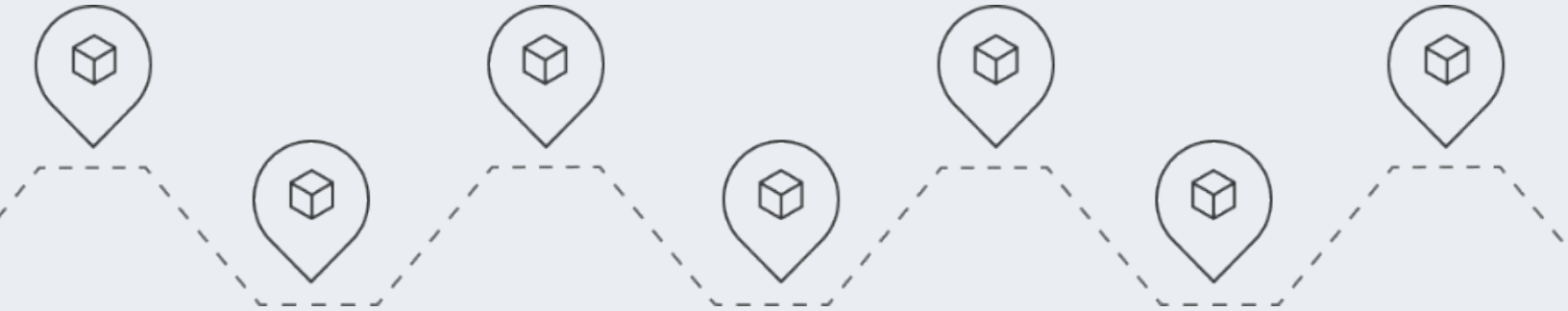
From Legacy OMS to KIBO

Your Complete Roadmap to
Modern Commerce Operations



Introduction: **Capable Platform, Real-World Friction**

Your legacy order management system may have the capabilities on paper, but the operational reality is written in consulting invoices, delayed go-lives, and IT budgets that never seem to shrink. For many enterprise retailers, the experience of running on legacy tech looks less like a streamlined modern platform and more like this:

- An OMS built largely through acquisition that requires significant configuration effort to feel coherent
- Implementation timelines measured in years, not months, with consulting costs that dwarf the license fees
- Upgrade projects so complex and risky that organizations delay them for years, accumulating technical debt with every passing quarter
- IT teams spending a disproportionate share of their budget on maintaining the integrations rather than building new capabilities
- A platform footprint that keeps expanding (more modules, more microservices, more complexity) without a proportional improvement in operational outcomes

This guide is for the operations leaders, technology decision-makers, and digital commerce executives who've concluded that the complexity of your legacy order management platform has become a liability. And who want a realistic, honest picture of what an alternative path looks like.

The Bottom Line

Retailers who migrate from fragmented, high-complexity OMS environments to modern composable commerce platforms report an average 167% ROI and $12.8M in operational benefits within three years. (Source: Forrester Total Economic Impact™ of KIBO Order Management)

The **Real Challenges** Organizations Face

There is a true gap between what legacy OMS platforms can do in theory, and what organizations actually experience in practice. Understanding where this creates friction, and why, is key.

The Acquisition-Driven Architecture Problem

There are well-known order management platforms which have grown substantially through acquisition. In addition to OMS capabilities, additional capabilities such as returns management and production planning were likely acquired.

Each of these additions brought genuine capability but also integration seams, different underlying data models, and distinct implementation requirements. For organizations that adopted a platform incrementally across these acquisition periods, the result is often an environment that requires significant systems integration work to function as a unified whole.

This isn't a theoretical problem. It shows up as:

- Configuration requirements that exceed what internal IT teams can manage without specialized implementation partners
- Data consistency challenges when orders, inventory, and returns data flow across components with different architectural lineages
- Module-level upgrades that require coordination across multiple system boundaries
- Support complexity when issues cross component lines and require multiple teams to diagnose

Implementation Timelines That Slow the Business Down

Industry practitioners consistently report 18-to-36-month timelines for full enterprise OMS deployments, with significant consulting spend required throughout. This timeline reflects the complexity of the platform: it is not a simple system, and deploying it correctly requires deep expertise.

The business impact of extended implementation timelines is substantial:

- Competitive capabilities that should be live in one quarter are live one or two years later
- Business requirements change during the implementation, requiring scope adjustments that extend timelines further
- Consulting costs accumulate throughout the project, often exceeding original estimates
- Internal teams are occupied with the implementation rather than driving business outcomes

The Upgrade Trap

One thing organizations don't discuss publicly? Their legacy platform is often too complex to upgrade on a regular cadence, but accumulating technical debt makes the eventual forced upgrade even more painful.

For some organizations, the challenge is amplified. In order to access their incumbent platform's modern capabilities, they need to undertake what amounts to a re-implementation, not an upgrade. The technical distance between where they are and where they need to be is a full migration project.

Even organizations on more recent versions of their current tech report upgrade hesitancy:

- Major version upgrades typically require months of planning, testing, and implementation partner involvement
- Custom configurations and integrations built on earlier versions frequently require rework after an upgrade
- The risk calculus of 'upgrade now' vs. 'wait until we must' almost always favors waiting (until waiting is no longer an option)

Integration Complexity and TCO

Every enterprise deployment sits at the center of an integration ecosystem: ERPs, ecommerce platforms, warehouse management systems, carrier networks, returns processors, and more. Building and maintaining those integrations is a significant ongoing cost.

Integration maintenance can consume a disproportionate share of IT budgets. These are dollars that should go toward capability development but instead go toward keeping existing connections stable across version changes and partner system updates.

Total cost of ownership for legacy environments consistently surprises organizations when fully accounted for:

Cost Category	Often Visible	Often Underestimated
Platform Licensing	Yes	Scope expansion as modules added
Implementation Services	Partially	Change orders and timeline overruns
Integration Development	Partially	Ongoing maintenance across upgrades
Internal IT Resource	Yes	Opportunity cost of maintenance vs. innovation
Upgrade Projects	No	Frequency and cost of forced upgrades
Implementation Partner Dependency	No	Long-term consulting spend for ongoing changes

Operational Friction for Store and Fulfillment Teams

Beyond the IT and architecture challenges, traditional OMS implementations frequently generate operational friction at the store and fulfillment level. The platform's power comes with complexity that filters down to the people using it day-to-day:

- Store associates working with fulfillment interfaces that require significant training and ongoing support
- BOPIS workflows that require manual workarounds when configuration gaps create edge cases
- Reporting and visibility tools that require technical expertise to configure meaningfully
- Customization requirements that surface whenever the standard platform behavior doesn't match actual operational needs

What a **Simpler Architecture** Actually Delivers

The alternative to legacy complexity isn't a less capable platform. It's a platform designed from the ground up to deliver enterprise OMS capabilities without the implementation overhead, integration sprawl, and upgrade risk that make traditional solutions so costly to operate.

Modern composable commerce architecture delivers three things that high-complexity legacy environments consistently struggle to provide: speed to value, operational simplicity, and a total cost of ownership that improves over time rather than growing.

Speed to Value Over Speed to Contract

The measure of a platform isn't how quickly you can sign a contract, it's how quickly you can deliver business outcomes. On this measure, the contrast between a traditional, monolithic platform and purpose-built composable OMS platforms is significant.

A well-architected composable OMS can deliver:

- Core order management and inventory visibility in weeks, not quarters
- BOPIS and ship-from-store capabilities activated through configuration rather than custom development
- New channel integrations added via pre-built connectors rather than bespoke middleware
- Routing logic adjusted through business-user interfaces rather than implementation partner engagements

For organizations that have been waiting years to access capabilities they paid for at contract signing, the difference in pace is transformational.

Unified Data Without the Integration Tax

One of the core architectural advantages of a purpose-built composable OMS is a data model designed for the platform from the start (not assembled through acquisitions and integrated after the fact). When inventory, orders, fulfillment, and returns all operate from a shared data foundation, the integration tax disappears.

In practice, this means:

- Inventory updates from any channel or fulfillment node are immediately visible to every other part of the system
- Order status changes propagate in real time without synchronization delays between acquired components
- Returns processing automatically restores inventory to the right node without manual reconciliation
- Reporting reflects the actual state of operations without requiring data warehouse reconciliation across system boundaries

Customer Spotlight:

After migrating to modern composable OMS, Ace Hardware unlocked millions in previously invisible inventory and achieved a 279% increase in digital revenue. The key was not just the technology. It was the speed at which intelligent routing and real-time inventory visibility could be operationalized across their network without years of implementation work.

Intelligent Routing Without Implementation Partner Dependency

Order routing optimization is one of the highest-value capabilities in modern OMS, and one of the areas where implementation complexity most often delays value realization. Profit-first routing logic that minimizes split shipments, reduces premium freight, and matches orders to the optimal fulfillment node should be a configuration exercise, not a development project.

A well-designed composable OMS delivers routing rule management through business-user interfaces:

- Geography-based routing rules configured without code
- Cost optimization logic adjusted as carrier rates and network conditions change
- Store capacity thresholds updated by operations teams without IT involvement
- Vendor fulfillment rules maintained by merchants rather than developers

The business impact of accessible routing configuration is significant. Retailers who can adjust routing logic in hours rather than months respond faster to changing conditions: peak season surges, weather events (i.e., hurricane, blizzard, etc.), carrier disruptions, new store openings, or promotional events that shift demand patterns.

A TCO That Improves Over Time

The total cost of ownership equation for enterprise OMS should improve as organizations mature on the platform, not grow. In environments with high implementation dependency, complex integration ecosystems, and upgrade-averse architecture, TCO tends to move in the wrong direction: more consulting, more maintenance, more complexity with each passing year.

Purpose-built composable platforms are designed to invert this curve:

- Pre-built connectors replace custom middleware, reducing ongoing maintenance costs
- Business-user configuration reduces implementation partner dependency for ongoing changes
- API-first architecture makes new integrations faster and less expensive to build
- Cloud-native delivery eliminates the infrastructure management costs of on-premise or hybrid deployments

Why KIBO: The Composable Commerce Advantage

There are a number of modern OMS platforms in the market. What makes KIBO the right choice for organizations migrating off enterprise platforms specifically? The answer comes down to three drivers: architecture, operational simplicity, and a migration approach designed for enterprise realities.

Purpose-Built, Not Assembled

KIBO Order Management was designed from the ground up as a unified commerce platform. Inventory, order management, fulfillment orchestration, and returns all share a common data model and a coherent architecture. There are no integration seams between components, no synchronization dependencies, no architectural fragmentation to manage.

This matters in practice because it determines how much of your IT capacity goes toward maintaining the platform vs. using it. With KIBO, the operational overhead that organizations using traditional platforms spend on integration maintenance, component synchronization, and version coordination is largely eliminated.

The Accuracy Engine

KIBO's inventory accuracy capabilities are the foundation of the platform, not an add-on. Inventory visibility across fulfillment nodes, stores, and warehouses is available to every channel simultaneously without synchronization delays.

For retailers who have managed inventory buffers and safety stock policies to compensate for the operational gaps in complex multi-component environments, the shift to unified inventory data has direct financial impact. Safety stock buffers represent real working capital. Reducing them, by trusting accurate, real-time data, frees capital and improves inventory turns.

167%
ROI reported in Forrester TEI™ study

279%
increase in digital revenue (Ace Hardware)

$12.8M
in operational benefits within 3 years

Source: Forrester Total Economic Impact™ of KIBO Order Management

Store as a Fulfillment Hub

One of the largest unrealized assets for enterprise retailers is their physical store network. Stores that function purely as sales channels leave fulfillment capacity on the table. KIBO's platform helps retailers activate every store as a high-efficiency fulfillment hub, without the lengthy configuration projects that this capability requires on more complex platforms.

KIBO's in-store fulfillment capabilities include:

- Mobile-optimized pick-and-pack workflows designed for store associates, not IT professionals
- Intelligent work queuing that balances online order fulfillment with in-store customer service
- Real-time capacity management to prevent individual stores from being overwhelmed
- Carrier integration for same-day and next-day shipping directly from store inventory
- Returns processing that immediately restores inventory and triggers next-best-action routing

MACH-Certified for the Future

KIBO is a certified MACH (Microservices, API-first, Cloud-native, Headless) platform.
In practice, this means:

- **Every capability is independently deployable:** You can adopt KIBO OMS without replacing your eCommerce front end
- **Every function is accessible via API:** New channels, new tools, and new integrations connect without custom development
- **The platform scales automatically with your business:** No infrastructure capacity planning required
- **MCP-ready and LLM-agnostic architecture** positions KIBO for emerging agentic commerce capabilities without requiring a re-platforming project

For organizations that have experienced the upgrade trap with their current vendor, MACH certification provides a meaningful architectural guarantee: the platform grows with your business through configuration and extension, not through disruptive version upgrades.

A Platform You Won't Have to Replace

The most expensive technology decision an enterprise retailer makes is not the platform they choose. It's the platform they have to replace five years later because it couldn't grow with the business. KIBO is designed specifically to prevent this outcome.

New channels, new fulfillment models, new integration requirements, and new commerce capabilities are designed to be additions, not overhauls. The composable architecture means that capabilities KIBO doesn't offer today can be added via best-of-breed integrations without replacing the core platform. It is the last commerce engine you'll ever need to buy.

The Playbook: **Migrating to KIBO**

Migration from an enterprise platform is a significant undertaking. Any vendor who tells you otherwise is not being honest with you. What separates a successful migration from a failed one isn't the destination platform. It's the approach and the partners you bring to it.

Here is a realistic, risk-managed migration framework based on how organizations have successfully made this transition.

Phase 1 Discovery and Architecture Mapping

Before any system changes, you need a complete picture of what you have, what you need, and what you're keeping. Cognizant leads this phase using Design Doctor, a proprietary tool that automatically reverse-engineers legacy platform configurations. This replaces weeks of manual documentation with an accurate, actionable architecture map from day one.

- **Current state inventory:** Document every system touching order, inventory, and fulfillment data (including all the custom-built integrations).
- **Pain point prioritization:** Identify which limitations are causing the most business impact (these become your first migration targets).
- **Keep vs. replace decisions:** Not everything needs to move. Some components in your current ecosystem may be worth preserving in the new architecture.
- **Integration assessment:** Catalog existing integrations and determine which can be replaced with KIBO's pre-built connectors vs. which require custom development.
- **Success metric definition:** Agree on the KPIs that will measure migration success (fulfillment speed, inventory accuracy, BOPIS completion rates, IT maintenance costs).

Phase 2 Pilot Implementation

The biggest risk in enterprise migration is going too big, too fast. A pilot implementation limits exposure while generating real-world evidence for the broader rollout. Cognizant manages parallel operations during this phase, overseeing integration work and leading store associate training so your teams are ready before go-live (not during it).

- **Select a limited scope:** One product category, one fulfillment region, or one channel provides enough surface area to validate the approach.
- **Run parallel systems:** KIBO operates alongside your current platform during the pilot, allowing direct comparison of operational performance.
- **Train the initial team:** Store associates and fulfillment staff are trained by Cognizant before go-live.
- **Measure against baseline:** Every KPI defined in Phase 1 is tracked against the current platform's baseline throughout the pilot.

Phase 3 Staged Rollout

With pilot results in hand, the staged rollout follows a deliberate expansion pattern that manages risk while accelerating value realization. Cognizant executes region-by-region deployment, manages integration migration, and drives the decommissioning as KIBO's footprint expands.

- **Expand by geography:** Roll out region by region, incorporating learnings from each wave into the next.
- **Migrate integrations:** Replace custom middleware with KIBO's pre-built connectors as each region goes live.
- **Decommission incrementally:** You're never fully dependent on a system you're actively replacing.
- **Communicate wins:** Document inventory accuracy improvements, fulfillment time reductions, and IT cost savings at each stage to build organizational confidence for subsequent waves.

Phase 4 Full Production and Optimization

Full production is when the real optimization work begins. Cognizant embeds OmniMind AI agents into operations at this stage, enabling continuous optimization and driving ongoing efficiency gains across the network.

- **Tune routing rules:** With a full network running on KIBO's routing engine, refine cost optimization logic based on real operational data.
- **Unlock advanced capabilities:** AI-assisted demand forecasting, agentic reordering, and advanced returns optimization become available, accelerated by Cognizant's OmniMind agents.
- **Decommission legacy OMS:** Once KIBO has proven itself across the full network, the former infrastructure is sunset, eliminating licensing and maintenance costs.
- **Establish a continuous improvement cadence:** Cognizant maintains an ongoing optimization loop, reviewing routing efficiency, inventory turns, and operational performance to keep the platform improving over time.

Migration Risk Factor	Traditional Big-Bang Approach	KIBO + Cognizant Phased Approach
Go-Live Strategy	Full cutover on single date	Phased, parallel operation
Integration Risk	All integrations rebuilt simultaneously	Incremental connector replacement
Staff Training	All-at-once before go-live	Staged by region and location
Legacy OMS Decommission	Day 1 of go-live	After full network validation
Rollback Option	Complex and highly disruptive	Revert scope

Why **Cognizant** as Your Migration Partner

KIBO implementations succeed when the right partner is in the room from day one. Cognizant brings one of the deepest OMS practices in the industry - a 15+ year Center of Excellence with:

250+
consultants

30+
dedicated OMS solution architects

50+
completed engagements across apparel, CPG, specialty retail, grocery, pharmacy, and general merchandise

29+
programs currently active

That scale of experience doesn't just signal credibility. It delivers pattern recognition that accelerates every phase of migration.

What sets Cognizant apart is platform-agnostic depth on both sides of the transition. Cognizant understands the source environment as thoroughly as the target, which is what makes discovery accurate, integration mapping reliable, and risk mitigation real rather than theoretical.

Cognizant's engagement model covers the full migration lifecycle: strategy and roadmap, solution design, build and integration, legacy remediation, and post-go-live operational readiness. And because Cognizant operates a DevOps-first delivery model with embedded support, clients get continuous optimization after launch, not a handoff.

On the AI front, Cognizant's OmniMind framework brings agentic capabilities directly into OMS operations: order risk analyzers that detect inventory disruptions and auto-reroute, AI-powered returns agents that analyze customer behavior to save the sale, backorder analyzers for root cause analysis on pick-fail exceptions, and knowledge agents for ops onboarding and incident resolution. This maps directly to KIBO's MCP-ready architecture, making the two platforms a natural fit for teams ready to operationalize agentic commerce.

Building the **Internal Business Case**

Every major platform decision requires internal alignment, and alignment requires a business case grounded in your organization's actual numbers, not industry benchmarks alone. Here's how to construct one that holds up to scrutiny.

Quantify the True Cost of Your Current Environment

Before making the case for migration, document the fully-loaded cost of staying on your legacy platform. Most organizations are surprised by the total when they add it all up:

- **Integration maintenance spend:** What percentage of IT budget goes to maintaining the integrations?
- **Implementation partner dependency:** How much is spent annually on consultants for changes that should be configuration exercises?
- **Upgrade liability:** What is the estimated cost of the next major upgrade or re-platforming project, and when is it no longer avoidable?
- **Operational workarounds:** How much associate time is spent on manual processes that exist because platform limitations require them?
- **Delayed capabilities:** What is the revenue or efficiency impact of capabilities your organization has been waiting years to implement?

Modeling KIBO ROI

The Forrester Total Economic Impact™ study of KIBO Order Management provides validated benchmark data for building your business case. Key benefit categories include:

- Fulfillment speed improvements driving higher customer satisfaction and repeat purchase rates
- Reduction in shipping costs through intelligent routing and split-shipment elimination
- Associate time savings from streamlined BOPIS and pick-and-pack workflows
- Integration maintenance cost reduction through pre-built connector replacement
- IT capacity freed from maintenance and redirected toward business-value projects

When modeling these benefits against your own operational baseline, most enterprise retailers find a positive ROI within 12-18 months of full deployment (often faster, depending on how high their current operating costs run).

Addressing Common Objections

Three objections come up consistently in migration discussions.
Here is how to address them honestly:

"We've invested too much to walk away."

This is sunk cost reasoning, and it's the most common trap in platform decisions. The investment already made doesn't change regardless of your next decision. The relevant question is whether the next dollar spent on your current platform delivers more business value than the next dollar spent on KIBO. For organizations where operating costs are high and implementation velocity is low, the answer is almost always no.

"A migration will disrupt our peak season operations."

This is a legitimate risk, and the phased migration approach addresses it directly. Pilot and staged rollout phases build confidence and organizational capability well before any critical business period. In a parallel-run model, your current platform remains operational as a backstop until KIBO has been fully validated. No peak season needs to be risked on a single cutover event.

"Our ERP integration is too complex to rebuild."

KIBO has pre-built connectors for major ERP platforms used by enterprise retailers. In most cases, the ERP integration in a KIBO environment is simpler, because KIBO's API-first architecture and unified data model reduce the number of integration points required. This is one of the areas where a detailed technical assessment during Phase 1 will give you concrete evidence rather than estimates.

Conclusion:
Complexity is Not a Strategy

Platforms may look capable on paper, but complexity becomes the dominant experience. Implementation timelines that span years. Upgrade projects that get deferred indefinitely. IT budgets are consumed by maintenance rather than innovation. Operational capabilities that are theoretically available but practically inaccessible.

The retailers winning the next decade of commerce competition are not necessarily those with the most powerful platforms. They're the organizations that can move quickly, adapt continuously, and operate efficiently because their technology works with them rather than requiring constant investment just to stay stable.

KIBO Commerce is built for exactly this: The retailer who needs enterprise-grade OMS capability without enterprise-grade implementation drag. The migration path from legacy tech to KIBO is a managed, milestone-driven journey with measurable returns at every stage. It does not require betting the business on a single cutover event. It does not require replacing everything you have built. It requires a clear picture of where you are, where you need to go, and a partner committed to getting you there.

The Core Message

Don't let your technology legacy dictate your brand's future. KIBO provides the precision of real-time inventory and the flexibility of modular commerce without the platform sprawl and implementation overhead that make complex environments so costly to operate.

About KIBO

Established in 2016, KIBO is a market leader in composable commerce solutions for retailers, manufacturers, distributors, and wholesalers that want to simplify the complexity in their businesses and deliver modern customer experiences. KIBO is the only modular, MACH-certified platform supporting experiences that span Order Management, Commerce, and Subscriptions, with cutting-edge AI and agentic technology designed to improve operations and productivity. Companies like Zwilling, Ace Hardware, RONA, Al-Futtaim, Vulcan, and REEDS Jewelers trust KIBO to bring simplicity and sophistication to commerce and order management operations.

To learn more, scan the QR or visit: https://KIBOcommerce.com/

About Cognizant

Cognizant (Nasdaq: CTSH) engineers modern businesses. We help our clients modernize technology, reimagine processes and transform experiences so they can stay ahead in our fast-changing world. Together, we're improving everyday life.

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