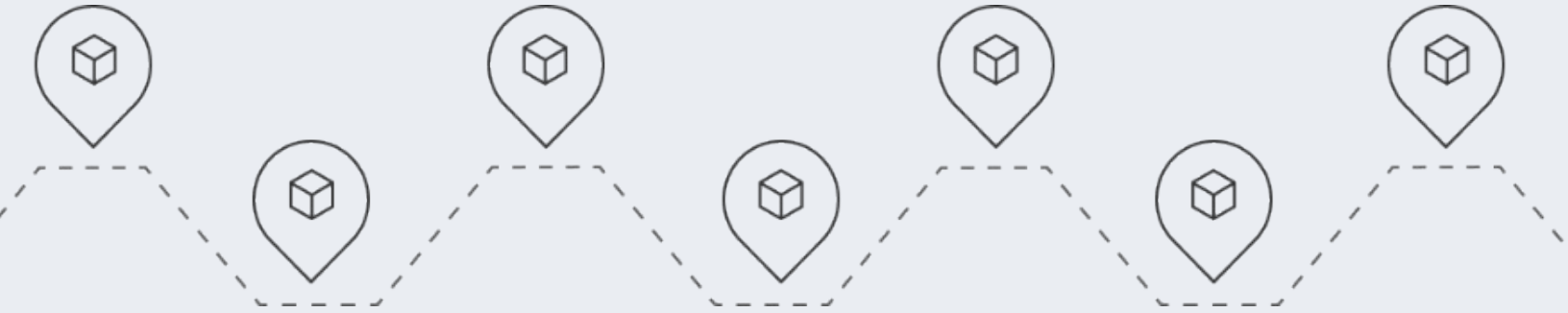
KIBO®

From Oracle ATG to KIBO

Your Complete Roadmap to Modern B2B Commerce Operations



Executive Summary

Oracle ATG was one of the dominant enterprise ecommerce platforms of the 2000s and early 2010s. However, Oracle ended active support for ATG in May 2022. Organizations still running it are now on Sustaining Support, which provides access to existing documentation and prior fixes, but nothing else. No patches. No security updates. No regulatory compliance coverage.

Oracle's migration path, Oracle Commerce Cloud (OCC) raises its own strategic concerns. OCC has been absent from the Gartner Magic Quadrant since 2022 and is widely characterized by independent analysts as built on the same ATG foundation. Moving from ATG to OCC is a lateral move at Oracle enterprise pricing with limited evidence of ongoing investment or feature development.

This guide is written for B2B technology and commerce leaders who have recognized both paths inside the Oracle ecosystem for what they are: strategic dead ends. It is a practical roadmap for evaluating and executing a migration to a modern, purpose-built B2B commerce platform, one that handles commerce, order orchestration, and inventory management as a single system, without the customization debt, integration sprawl, and recurring cost escalation that define life on ATG.

A **Platform Built** for Another Era

Oracle ATG Commerce was a credible enterprise choice when it was released. For B2B and B2B2C organizations with complex personalization requirements, large product catalogs, and deep customization needs, it offered capabilities that few platforms could match in its era.

Oracle acquired ATG in 2011 and rebranded it as Oracle ATG Commerce. In 2014, Oracle began shifting customers toward Oracle Commerce Cloud, effectively soft-sunsetting the on-premise platform. The migration path was never clean. OCC inherited ATG's underlying architecture rather than reimagining it, and the development investment required to move workloads was substantial.

In May 2022, Oracle formally ended support for ATG. Organizations still running it were moved onto Oracle's Sustaining Support model, which is the final and most limited stage of Oracle's Lifetime Support policy. Sustaining Support provides access to existing documentation and previously released fixes. It does not include new patches, new security updates, regulatory compliance coverage, or new certifications. Organizations are paying full Oracle support contract fees for a platform that Oracle no longer actively develops or patches.

The question for B2B decision-makers is no longer whether to leave ATG. That decision is overdue. The question is where to go, and whether the next platform will require this same conversation five years from now.

The Real Challenges Oracle ATG Organizations Face

ATG Support Is Gone, & OCC Is Not the Answer

Oracle formally ended ATG support in May 2022. Sustaining Support, where most ATG customers now reside, provides access to existing documentation and prior fixes — nothing more. Organizations running ATG today face accumulating security exposure with no vendor remediation path.

The official Oracle migration path to Oracle Commerce Cloud, presents its own concerns for organizations evaluating long-term platform viability. Since 2022, OCC has disappeared from the Gartner Magic Quadrant. Significant Oracle layoffs have affected its development team, and industry analysts including former Forrester analyst Andy Hoar have publicly raised concerns about OCC's trajectory. OCC is characterized by several sources as ATG wrapped in cloud infrastructure, carrying the same legacy architecture and the same fundamental limitations.

Migrating from ATG to OCC is not modernization. It is a lateral move at Oracle enterprise pricing with limited evidence of ongoing platform investment. Organizations that have evaluated this path should factor in that OCC has received no Gartner Magic Quadrant placement since 2022 and has not demonstrated feature velocity comparable to modern composable platforms.

The Customization & Developer Debt Problem

ATG was built as a monolithic, highly customizable Java EE platform. Enterprise B2B deployments have accumulated years of proprietary ATG Nucleus framework customizations: custom droplets, scenario engine workflows, and catalog configurations tightly coupled to the ATG runtime.

Rebuilding or migrating these customizations is not an upgrade exercise. It is a full rebuild.

Compounding this, the ATG developer talent pool has been shrinking for years. Most experienced ATG integrators have moved on. Organizations are now paying a premium for a narrowing pool of specialists to maintain technology that Oracle no longer actively supports. This cost trajectory does not improve over time.

Implementation Timelines & Business Velocity

ATG's proprietary Nucleus dependency injection framework requires developers with specific, narrow expertise. Business changes that should be configuration exercises (i.e., pricing rules, catalog updates, account permissions, approval workflows) frequently require ATG-certified developer involvement.

B2B buyers have accelerating expectations for digital self-service and real-time order visibility. Organizations waiting on ATG development cycles are losing ground to competitors who can respond to buyer requirements in days rather than quarters.

Integration Complexity & Total Cost of Ownership

Oracle ATG on-premise environments carry license-based cost structures with six-figure upfront fees and annual support costs typically calculated at approximately 22% of license value. For enterprise deployments, total TCO commonly exceeds $500,000 to $1M+ annually when infrastructure and upgrade costs are included.

These environments also sit at the center of complex, custom-built integration ecosystems connecting ERP, OMS, PIM, and EDI systems, and all built against ATG-specific APIs and data models. Every version change and infrastructure refresh creates integration regression risk. That risk does not diminish over time. It compounds.

ATG Total Cost of Ownership: What Is Often Missed

Cost Category	Often Visible	Often Underestimated
Platform Licensing	✓	
Oracle Support Contract	✓	
ATG-Certified Developer Cost		✓
Custom Development Backlog		✓
Integration Maintenance		✓
Infrastructure Management		✓
Security Exposure (No Active Patches)		✓
OCC Migration Cost as Comparison Baseline		✓

The visible costs are significant. The underestimated costs are typically larger.

What a **Simpler Architecture** Actually Delivers

Freedom from Oracle's Timeline and Pricing

A modern modular commerce platform operates on a subscription model with predictable costs that scale with business growth, not with Oracle's support contract renewal cycles. More importantly, business users gain the ability to configure commerce behavior without waiting on a certified developer queue. That is a structural change in how fast your organization can respond to buyer requirements.

Unified Commerce and Order Data Without the Integration Tax

Most ATG environments manage a persistent integration seam between the commerce layer and a separate order management system. These integrations are custom-built, brittle, and expensive to maintain. Every pricing change, catalog update, or fulfillment rule modification touches multiple systems.

KIBO's platform addresses this by handling both the commerce layer and order orchestration within a unified system. B2B organizations benefit from a single platform managing storefront and order operations, eliminating the middleware layer that most ATG environments currently manage and depend on.

B2B-Native Capabilities Through Configuration, Not ATG Nucleus Customization

Many ATG customizations were built to compensate for capabilities the platform did not support natively, such as complex account hierarchies, tiered pricing by customer segment, approval workflows, quote management. These workarounds accumulated over years and are now embedded in production systems.

A modern B2B platform delivers these capabilities as native features, not custom code. The distinction matters because configured features are maintained by the vendor, updated with the platform, and do not require ATG-certified specialists to modify.

A TCO That Improves Over Time

On a modern SaaS platform, the cost of operating the platform remains stable or declines as a percentage of business value as the organization matures its usage. On ATG, the cost trajectory runs in the opposite direction: more specialists, more integration maintenance, more infrastructure refresh risk, and a shrinking vendor support baseline.

Why KIBO: The Composable Commerce and OMS Advantage

Purpose-Built, Not Assembled

KIBO handles commerce, inventory management, and order orchestration in a single platform. This eliminates the integration seam between ATG and a separate OMS that most B2B organizations currently manage. Orders, inventory, pricing, and fulfillment data share a single system of record.

KIBO's architecture is MACH-certified (Microservices-based, API-first, Cloud-native, and Headless). Every capability is independently deployable. Every function is API-accessible. The platform scales without Oracle infrastructure overhead and without tightly coupled components that create regression risk during updates.

B2B Commerce Capabilities: Configuration, Not Code

KIBO delivers purpose-built B2B capabilities configured by business teams, not custom-coded by certified developers:

- **Account-based ordering with hierarchical account structures:** Roles, permissions, and spending limits managed at the account hierarchy level, supporting multiple buyers within shared B2B accounts with differentiated access and authority.
- **Contract and tiered pricing through unlimited price lists:** Customer-specific and contract pricing configured at the account level, taking precedence over segment-based price lists. Volume pricing bands allow per-unit price to adjust automatically based on order quantity (without developer involvement).
- **Self-service buyer portals:** Buyers can access their pricing, manage account addresses and payment methods, and view order history directly through the storefront account experience.
- **Approval workflows and purchase limit rules:** B2B order release workflows enforce purchasing controls, with purchase limit rules configurable per account to support multi-level approval requirements.
- **Quote management:** Full quote lifecycle from buyer request through seller review, pricing negotiation, and conversion to order. Inventory is reserved for the buyer during the quote process. Both buyers and sellers can collaborate through structured status transitions with email notifications at each stage.
- **Purchase Order payment:** PO-based purchasing with credit limits and payment terms configured per account.

Forrester Wave OMS, Q1 2025:
KIBO named a Leader in Order Management Systems.

Real-Time Inventory Visibility Across All Fulfillment Nodes

KIBO's inventory management system serves as the single, authoritative source of truth for all product stock. It synchronizes inventory across warehouses, distribution centers, physical stores, and third-party vendor sites simultaneously. This powers accurate order promising and omnichannel fulfillment from a single inventory record.

The Real-Time Inventory Service (RIS) provides immediate, accurate inventory visibility to the storefront, supporting high-traffic product listing and detail page performance with current stock status across all locations. Inventory can be retrieved as an aggregate across all locations or filtered to a specific location or location group.

KIBO's inventory framework tracks multiple quantity types, including On Hand, Allocated, Available, Safety Stock, and Available to Promise (ATP, which includes confirmed future inventory), providing the granular visibility B2B distributors and manufacturers require for accurate order promising.

Intelligent Order Orchestration

KIBO's **Order Routing** engine translates fulfillment strategy into executable logic through a hierarchy of Routes, Scenarios, Filters, and After Actions. Business rules are configured, not coded, and can incorporate:

- **Geographic proximity routing** to minimize shipping costs by assigning orders to the closest eligible fulfillment location
- **Excess inventory prioritization** to route orders to locations with higher stock levels, reducing markdowns
- **Customer-tier-based routing** so Gold or Preferred accounts route to locations guaranteed to meet SLA obligations
- **Split-shipment logic and consolidation rules** to minimize the number of shipments per order
- **Daily order assignment thresholds** to prevent overloading specific locations
- **Custom attribute-based routing** through Extensible Order Routing, which allows business-defined product, location, order, customer, and inventory attributes to drive routing filters without custom development

Routing decisions are transparent. KIBO's AI Agent allows operations teams to query why a specific order was assigned to a specific location, which locations were evaluated and rejected, and why an order was split. This level of operational transparency does not exist in most ATG environments.

MCP-Ready Architecture for Agentic Commerce

KIBO includes a Model Context Protocol (MCP) Server that allows AI tools to connect directly to live commerce data, including products, orders, customers, and inventory, through a standardized protocol. KIBO's Agentic Commerce solution includes a pre-configured agent that spans across customer service, order routing transparency, and merchandising operations. The architecture is LLM-agnostic, positioning KIBO customers to adopt AI-assisted commerce workflows without being locked into a single AI vendor.

167%
Return on Investment over 3 years

$12.8M
in net present value operational benefits within 3 years

Sub-6-month
Payback period.

Source: Forrester Total Economic Impact™ of KIBO Order Management

The Migration Playbook: From ATG to KIBO

Migrating off ATG is not a simple lift-and-shift. ATG's tightly coupled Nucleus architecture means that an honest discovery investment is required before a migration plan can be scoped with confidence. That is not a reason to delay. It is a reason to structure the migration correctly from the start.

The phased approach described below reduces risk by validating KIBO configuration against real business requirements before full decommission, and begins reducing Oracle support costs as soon as ATG scope begins to shrink.

Phase 1 Discovery and Architecture Mapping

- Inventory current-state ATG environment: catalog structure, Nucleus customizations, scenario engine workflows, and integration points
- Conduct a customization audit to separate genuine business requirements from ATG workarounds. Many ATG customizations were built to compensate for capabilities KIBO handles natively through configuration
- Map ERP, OMS, PIM, and EDI integrations: document data flows, API contracts, and integration dependencies
- Make keep-vs.-replace decisions for each integration, informed by KIBO's unified commerce and order management architecture
- Define success metrics: order routing efficiency, fulfillment cost per order, developer time spent on commerce changes, buyer self-service adoption rate

This phase requires more upfront investment than typical migrations because ATG's tightly coupled architecture means integration and customization scope is rarely well-documented. The investment pays forward into every subsequent phase.

Phase 2 Pilot Implementation

- Deploy KIBO for one business unit, product category, or customer segment
- Operate KIBO and ATG in parallel, and with no forced cutover during validation
- Configure and validate B2B capabilities: account hierarchy, price lists, quote workflow, order routing rules, approval workflows
- Establish baseline measurements against Phase 1 success metrics
- Validate ERP and key integration connectors in a production-equivalent environment

The pilot phase answers the most important question in any ATG migration: which ATG customizations are genuine requirements versus platform workarounds. Most organizations find that a meaningful portion of their customization debt dissolves in this phase.

Phase 3 Staged Rollout

- Expand KIBO deployment segment by segment, region by region, or channel by channel
- Replace ATG integration connectors incrementally as each segment migrates
- Begin incremental ATG decommission as scope shrinks(Oracle support costs begin declining with scope)
- Maintain rollback capability per segment until stability is confirmed

The staged approach means that Oracle support costs start declining before the migration is complete. Each segment decommissioned is scope removed from the Oracle support contract.

Phase 4 Full Production and Optimization

- Refine order routing strategies using operational data from live deployments
- Activate advanced B2B capabilities: agentic commerce, subscription commerce for recurring B2B orders, advanced inventory segmentation for channel-specific stock allocation
- Complete ATG and Oracle infrastructure decommission
- Full elimination of Oracle support contract costs
- Establish a continuous improvement cadence using KIBO's API-accessible configuration layer (business teams making commerce changes without developer involvement)

Migration Risk Comparison

Risk Factor	Traditional Big-Bang Approach	KIBO Phased Approach
Business disruption risk	High — single cutover event	Low — parallel operation per segment
Rollback capability	Minimal after cutover	Maintained per segment
Requirement validation	Discovered post-migration	Validated in pilot before full rollout
Oracle support cost reduction	Only at full decommission	Begins as each segment migrates
Team learning curve	Concentrated at go-live	Distributed across phases
Integration regression risk	High — all systems cut over together	Managed per connector, per phase
Customization debt carry-forward	High — no time to evaluate	Evaluated in discovery, reduced in pilot

Building the **Internal Business Case**

Quantifying the True Cost of Staying on ATG

The cost of inaction on ATG is not static; it compounds with each renewal cycle. The business case for migration should account for:

- **Oracle Sustaining Support fees** for no active support, security patches, or regulatory compliance coverage
- **ATG-certified developer premium** as the talent pool continues to shrink and hourly rates for qualified resources rise accordingly
- **Integration maintenance burden** across ERP, OMS, PIM, and EDI connections built against ATG-specific APIs
- **OCC migration cost and timeline as the alternative path.** Benchmarking the KIBO migration cost against an OCC migration provides the most honest comparison, since OCC is the only path Oracle has directed customers toward. In most assessments, OCC carries comparable migration complexity without the architectural modernization benefits of a purpose-built composable platform

The cost of staying on ATG is not zero. It is an active cost that grows.

Modeling KIBO ROI

KIBO's Forrester Total Economic Impact™ study provides a validated benchmark for ROI modeling. Key metrics for your financial model:

167%
Return on Investment over 3 years

$12.8M
in net present value operational benefits within 3 years

<6 Month
Payback period.

Source: Forrester Total Economic Impact™ of KIBO Order Management

These figures provide a credible, analyst-validated baseline for modeling internal ROI. The actual figure for a specific organization will vary based on current ATG operating costs, integration complexity, and the scope of B2B commerce operations — but the Forrester benchmarks provide the directional case for technology and finance leadership.

Addressing Common Objections

"We have invested too much in ATG to walk away."
This is sunk cost reasoning. The investment already made in ATG does not change regardless of the next decision. The relevant question is what it will cost to continue operating ATG for the next three to five years versus what migration to KIBO will cost and return. The investment already spent is gone either way.

"Migrating off ATG is too complex given our customizations."
Many ATG customizations are workarounds for platform limitations that KIBO handles natively through configuration. The Phase 1 discovery process and customization audit specifically separate genuine business requirements from workarounds — and most organizations find that a meaningful portion of their customization scope dissolves in that process. The phased approach then validates KIBO configuration against real requirements in a pilot before any forced cutover.

"Oracle OCC is the safer path because it keeps us in the Oracle ecosystem."
OCC is built on ATG's underlying architecture and has been absent from the Gartner Magic Quadrant since 2022. An OCC migration does not resolve the integration seam between commerce and order management that most ATG organizations currently manage. Compare the full cost and timeline of an OCC migration against a KIBO migration. In that comparison, the absence of Gartner recognition and the documented lack of feature investment since 2022 are material factors in the total cost calculation. Staying in the Oracle ecosystem is not inherently safer, it is simply more familiar.

Conclusion: **The Oracle Ecosystem Is Not a Strategy**

B2B organizations that win the next decade will not be those that completed an Oracle OCC migration on Oracle's timeline and at Oracle's pricing, only to find themselves on another declining platform five years from now.

They will be the organizations that recognized Oracle's commerce trajectory for what it is, made the decision decisively, and moved to a platform built for how B2B commerce actually operates today.

KIBO is purpose-built for the B2B organization that needs a complete enterprise solution with commerce, order orchestration, and inventory management capabilities built in (and without Oracle platform sprawl, Nucleus customization debt, and the recurring cost of maintaining technology the vendor no longer actively develops or patches). B2B-native capabilities through configuration. Real-time inventory visibility across every fulfillment node. MACH-certified, API-first, and MCP-ready for the next generation of agentic commerce.

The Oracle support contract renewal clock is running. The migration plan does not have to be.

Ready to map your migration path?

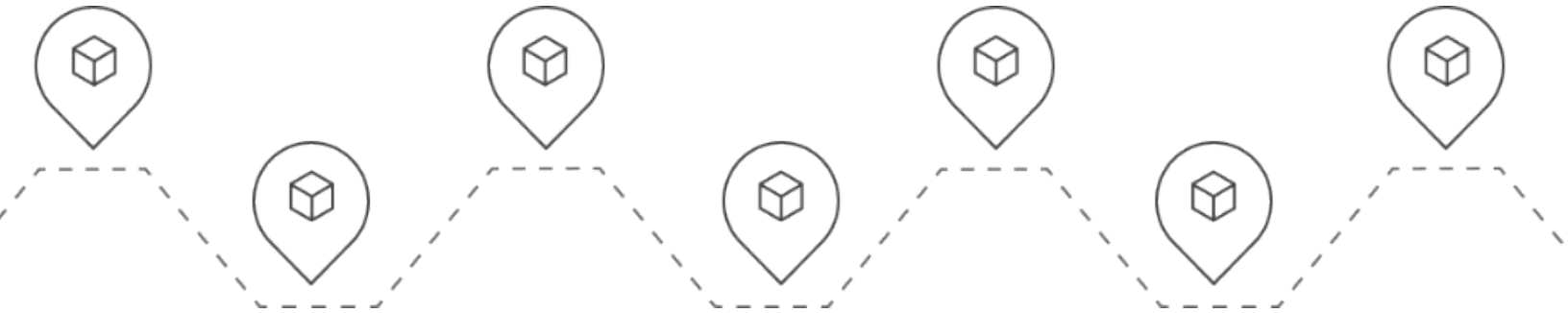
Talk to a KIBO commerce strategist about your current ATG deployment and what a phased migration timeline looks like for your organization.

Speak with an Expert

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.

Learn more



Sources: *Forrester Total Economic Impact™ of KIBO Order Management; Forrester Wave™: Order Management Systems, Q1 2025. KIBO platform capabilities referenced throughout this document reflect documented functionality available within the KIBO Composable Commerce Platform. See* ***docs.kibocommerce.com*** *for full product documentation.*