JD Edwards Hybrid Cloud for Supply Chain Management: From Vision to Reality

A New Approach to Delivering Oracle JD Edwards Supply Chain Capabilities Quickly With Lower TCO
Introduction
Supply chain and asset intensive enterprises such as Industrial Product Manufacturers, Oil and Gas, and Wholesale Distributors have profound opportunities to improve the core of their businesses. With decades of development, JD Edwards (JDE) ERP software has rich supply chain capabilities, making it an ideal solution for companies in these industries. JDE has traditionally been an on-premises system, requiring capital, time and resource management to realize its value.

Now, through an innovative Hybrid Cloud solution, business and IT organizations can harness the power of JDE with all of the speed, flexibility, capacity and lower costs of a software-as-a-service Cloud environment. The JDE Hybrid Cloud enables all of the features of Cloud software but preserves the necessary security and performance that the “core” of the supply chain business requires. It offers the opportunity to improve IT related cash flow economics by shifting large-scale capital expenditures into monthly subscriptions.

Opportunity: Solving for the right supply chain functionality with the right delivery and economic model
Companies in supply chain intensive industries, such as Wholesale Distributors, Industrial Product Manufacturers, and Oil and Gas enterprises, need top-flight ERP technology to optimize the core of their businesses. Technology has been evolving at accelerated speeds, yet these industries have traditionally been risk-averse when it comes to quickly adopting new technologies. Thin margins also often make for cautious IT investments. Many companies haven’t kept up with the leading-edge capabilities, and with new analytics and mobility technologies coming to the forefront, the gap between legacy and modern has widened for many organizations.

Many companies that need to upgrade to leading-edge technology as quickly and inexpensively as they can are going to the Cloud. Cloud environments, especially Hybrid Clouds, provide key benefits to those who adopt them:

- Reduces implementation and launch times
- Greatly improves the speed at which a new or expanded operation can become active, both decreasing time to revenue and allowing for a less costly deployment
- Speeds the time to activate new populations of users
- Improves capacity of the system, enabling quick scaling up or down of users, traffic or data
- Fundamentally changes the economics of software and ERP, shifting from an upfront capital investment to an ongoing monthly cost model
- Lowers total cost of ownership (TCO)

In a recent survey by TBR, companies cited the following perceived benefits in using the Hybrid Cloud:

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improved operational efficiency</td>
<td>31%</td>
</tr>
<tr>
<td>Reduction in total cost of ownership</td>
<td>28%</td>
</tr>
<tr>
<td>Portability of applications or data</td>
<td>25%</td>
</tr>
<tr>
<td>Increased standardization of processes across workloads</td>
<td>24%</td>
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<tr>
<td>Reduced security and compliance risk</td>
<td>22%</td>
</tr>
<tr>
<td>Ability to scale resources up and down as needed</td>
<td>21%</td>
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<tr>
<td>More functionality</td>
<td>19%</td>
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<tr>
<td>Improved service performance</td>
<td>18%</td>
</tr>
<tr>
<td>Supporting geographic expansion</td>
<td>14%</td>
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</tbody>
</table>

Figure 1. Perceived Benefits of Hybrid Cloud

Defining the Hybrid Cloud:
TBR defines a Hybrid Cloud as: “A Cloud infrastructure, platform or application that is a composition of two or more Clouds (private or public) that remain unique entities, but are bound together (integrated) by standardized or proprietary technology that enables data and application portability (e.g., Cloud bursting for load balancing between Clouds). Hybrid Clouds include public Cloud integrated with private Cloud, private Cloud integrated with private Cloud and public Cloud integrated with public Cloud. TBR defines Hybrid Cloud as Cloud-to-Cloud integrations across a single workload as well as between workloads.”

Knowing that a Cloud solution is optimal for getting new functionality rapidly, the next desire is to adopt the right functionality, a critical decision considering how central ERP is to supply chain intensive organizations. JD Edwards, with decades of history and functionality evolutions, is a leading ERP software package for these industries.

Most companies see JDE as being traditional on-premises ERP software. However, what is not widely seen is that the software is architected to embrace the Cloud, built for integrations with other products in the Oracle suite, and to support interoperability with third-party software.

Most companies also have an existing portfolio of applications that are either an on-premises deployment, are part of an Oracle Cloud, or are part of a third-party Cloud. They may not see how a JDE Cloud solution could integrate well with the other applications in the portfolio.

Lastly, the supply chain for a company is at the core of their business. Some aspects, such as performance or security, may be viewed as too risky to be fully externalized from the core operation.

Changing these views becomes the first step in realizing JDE capabilities delivered with the benefits of the Cloud.

Realizing JD Edwards on the Hybrid Cloud

IBM has developed a unique approach to delivering JDE in a Cloud environment with a monthly-subscription pricing model. An industry-specific instance of JDE is provisioned on an IBM Cloud, and the existing JDE screens are ported to work on a user’s web browser. This dramatically shortens the implementation cycle, requiring little or no installation on premises, and no installation of the application to individual users’ computers. Provisioning of new users is done through a proprietary management portal, shortening onboarding of new Oracle system users from one to two weeks down to approximately one day, shortening data refreshes from three days to a half day, and shortening Oracle system copies from two weeks to a day and a half.

According to Gartner⁴, supply chain intensive industries are eager to move to the Cloud:

- 68 percent of organizations in the Manufacturing and Natural Resources industry planned to begin using SaaS Cloud services by 2014, which will increase to 92 percent by 2017.
- 55 percent of organizations in the Wholesale Trade industry planned to begin using SaaS Cloud services by 2014, which will increase by 27 percent by 2017 to a total of 82 percent.

Figure 2. Moving to the Cloud

We have found the Hybrid Cloud approach to be the most viable and optimal configuration for supply chain intensive companies. The Hybrid Cloud approach enables us to pick from the best functionality options, including those already in use.

![Illustrative JDE Hybrid Cloud](image-url)
use, regardless of what method they are delivered with. As an example, shown in the diagram above, the core ERP applications, Oracle JDE EnterpriseOne for Supply Chain and Financial Management, Demantra, Oracle Agile PLM, and the Oracle ATG eCommerce application are delivered via the IBM Cloud using service level agreements to ensure performance requirements and a subscription pricing model. Some of the applications in the solution are managed on premises. Other applications are delivered via Oracle owned and managed Clouds, such as Oracle Human Capital Management (HCM). Others can be delivered from third-party SaaS providers. The application portfolio could also include a client-specific third-party or proprietary (homegrown) on-premises application.

Critical to these applications working together are the integration points to ensure that data from one application is synchronized with the others, keeping the applications accurate and in constant harmony. These data integration points are enabled through a platform-as-a-service (PaaS) approach managed by IBM.

**Rapid Launch Means Rapid Results**

In order to deliver a complex, organization-specific JDE Hybrid Cloud solution and do it quickly, IBM has devised a Rapid Launch approach. This approach enables an accelerated path to determining capabilities and value for each deployment.

Rapid Launch is not a pre-configured, ‘one size fits all’ solution. Rather, it leverages experienced Oracle JDE industry resources and intellectual capital to drive to an accelerated CRP 1 / baseline. It accelerates design and software configuration, testing and training documentation. It comes with a repository of multiple process, application and technology solutions to address specific industry challenges, gaps and opportunities. It offers well-defined validation processes and industry-specific intellectual capital.

As a part of the Rapid Launch process, IBM uses different mechanisms for converting data:

- **Documentation**
  - “Top 18” Definition, Reference Guides, Configuration Docs, Development Guide

- **Business content**
  - Process Flows, Test Scenarios & Scripts, Organization Change, Management Approach

- **Security roles & application mappings**

- **Project Management Tools**
  - Project Scorecard, Workplans, Risk Management, Cost Management

- **Technical procedures**
  - Connectivity, Technical setup

**Rapid Launch**

- **Methodology**
  - Proven implementation procedure, Iterative business buy-in checkpoints, Standard deliverables and templates

- **Common standards**
  - Organizational structures, Chart of Accounts, Basic logistic

- **Defined Listing of WRICEF for the Industry**
  - Workflows, Reports & Forms, Interfaces, Conversions, Extensions

- **Predefined tools & templates for End User Training**

*Figure 4. Rapid Launch Attributes*
modeling tools to leverage the expertise of the business process consultants in designing the ERP template (global or regional). Here are three examples of how IBM leverages the Rapid Launch Tool Kit to accelerate design, depending on the client’s specific needs for an upgrade or transformation.

1. **IBM Shareholder Value Map:**
This tool provides an objective framework for how enterprise value can be driven by operational improvements. Understanding the business value goals for a project and defining how we would execute against those goals is a process we embrace to help ensure that our projects (the implementation of JDE for worldwide operations) will achieve our clients’ business goals. To this end, IBM employs our Shareholder Value Maps and Value Mapping as a tool and method to bring clarity to our clients’ goals.

The key method we use to create this perspective is “Value Mapping”. We create Value Maps in concert with the process and technology assessment to capture pertinent technical and business information and identify how the different elements relate to each other. In mapping our client’s project, we typically would be capturing information on:

- Our client’s strategic objectives both for the business and this project (Value Alignment)
- Financial performance
- Value opportunities and issues
- Software modules and high-level requirements
- Key performance indicators (KPIs)

Value maps help us to fully understand our client’s goals and help make us better business advisors.

2. **Component Business Model (CBM):**
This tool in the Rapid Launch Tool Kit is leveraged for more complex business transformations and is incorporated as part of the Global Design Workshop.

In the second iteration after the design workshops, the CBM maps are converted into Heat Maps to identify focus areas during project implementations.

3. **Rapid Design Visualization Process:**
IBM’s Rapid Design Visualization Process focuses on early simulations to drive discussion and collaboration. This process allows for continual iterations that shorten delivery cycles and thereby lower project cost.

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**Figure 5. Understanding the Value Map Framework: these are maps of how investment aligns to drive value.**
An Accountability Level characterizes the scope and intent of activity and decision-making. The three levels used in CBM are Directing, Controlling and Executing.

- **Direct** is about strategy, overall direction and policy.
- **Control** is about monitoring, managing exceptions and tactical decision making
- **Execute** is about doing the work

A Business Component is a part of an enterprise that has the potential to operate independently, in the extreme as a separate company, or as part of another company.

Columns are Business Competencies, defined as large business areas with characteristic skills and capabilities, e.g., product development or supply chain.

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Figure 6. IBM’s Component Business Model business architecture framework can help guide discussion on differentiated capabilities that add significant value

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Figure 7. Rapid Design Visualization Process
Other aspects of an ideal JDE Hybrid Cloud solution should include:

**Strategy and planning:**
The JDE Cloud offering requires implementation planning, architecture design, blueprinting, road mapping, etc., that differs from a traditional ERP implementation project. IT planning should be conducted to ensure the JDE Cloud solution matches the company’s objectives and will be viable once deployed. A vendor of such a solution should be able to provide these upfront services, including:

- Conducting an Oracle ERP migration to Cloud assessment
- Strategy development for both business requirements and IT deployment
- Implementation planning
- ROI and business case development
- Change management planning, as appropriate

**Core applications in the Hybrid Cloud:**
At its heart, an ideal solution would deliver the functionality of JDE applications without any installation of software on the end business user’s computer or device. Industry-specific configurations and templates should be available to provide functionality that directly meets industry requirements, with no functionality left out.

**Deployment:**
Deployment of the JDE Hybrid Cloud solution should be rapid and require fewer internal IT resources compared to a traditional ERP implementation.

Deployment will include establishing the underlying platform and require data integration points to link JDE to other applications, some that may be in different Clouds or on premises.

And, like any new application rollout, deployment may also require activities external to the application, such as training or the establishment of a help desk/support function.

Deployment services should include:

- Oracle Hybrid Cloud implementation services and ongoing enhancements, such as creating integration points for HCM, ERP, Cx, BI/Hyperion, etc.
• Usage of IBM JD Edwards Cloud
• Leveraging a proven methodology like IBM’s Oracle Cloud implementation method activity map or Oracle’s Cloud methodology
• Industry-specific rapid launch implementation accelerators (i.e., pre-made tools and methods that can be leveraged to speed deployment)
• Data migration and proprietary tools to migrate data
• Transition services

Infrastructure:
Offsite, vendor-owned and managed infrastructure is used and is largely invisible to the IT organization. Infrastructure, though, is still a key component to the solution even though its procurement, housing, management etc. are internal to the vendor. Offerings may include:

• Multi-platform Cloud infrastructure
• Rapid infrastructure provisioning
• Infrastructure managed services (IMS)

Management, support and service level agreements (SLAs):
Once the solution is deployed and in use, the Cloud vendor’s role is ongoing in keeping the application high performing, administered and updated. Unlike an on-premises solution where performance and capacity are a challenge for internal IT, the Cloud solution is subject to stringent service level agreements. For example, an SLA may be negotiated that all service requests are answered within two hours 95 percent of the time. Or the buyer may want a service level of 99 percent of the time on certain aspects.

A complete offering should include:

• Application managed services (AMS)
• A comprehensive set of SLAs defined by offering and available at different rates of quality/guarantee (e.g., 95 percent, 99 percent)
• Global Cloud sites, delivery and support
• Additional contract riders available for infrastructure and AMS to scale up and down based on demand
• 8X5, 16X5 and 24X7 support options
• A global support model

Onsite control, admin and monitoring:
An ideal JDE Hybrid Cloud solution will enable an onsite administrator (or administrators) to view metrics on the performance of the system, perform routine service requests, track service requests online, receive maintenance alerts, perform ad-hoc reporting and provide email notification of key system events. This can be realized through an intuitive, high-quality portal that provides complete transparency into the environment.

Capacity, performance and security:
The JDE Hybrid Cloud needs to be highly flexible and dynamic in terms of capacity and scalability, a hallmark benefit of Cloud application delivery. It should be high performing with low latency and infrequent or no lags, and rarely or never malfunction. Security must also be ironclad and formal disaster recovery systems must be available. Features may include:

• Automated processes
• Security-rich environment
• High availability
• Scalability
• Disaster recovery

Analytics:
Analytics can provide root cause analysis for continuous improvements within the enterprise planning functions. While JDE ERP software provides One View Reporting within its core feature set, smart organizations should look to have an
analytics capability that works with JDE data to improve insights and decision-making. This too can be delivered via the Hybrid Cloud solution. Analytics applications may include either or both Oracle Business Intelligence (OBIEE) and Endeca (for unstructured data).

**Pricing and licenses:**
Part of the key advantage of the Cloud model is how it can fundamentally change the economics of software. In a traditional on-premises model, the expenditure is largely all upfront capital expenditure. The Cloud solution eliminates most or all of the upfront spend and instead uses a monthly subscription rate, changing the model from an upfront capital outlay to an ongoing monthly subscription. This makes the business case more risk-tolerant and enables IT and finance to better manage cash flow, all while lowering total cost of ownership.

Features of the Cloud pricing and licenses offering include:

- Flexible financial model
- Multiple repeatable sizes and configurations (e.g., small, medium, large)
- Single monthly payment option for all offerings
- Oracle JDE Licenses
- Oracle JDE License Maintenance
- Scalable licensing model

**The mobile opportunity:**
In today’s world, the mobile device is increasingly taking over as the most important interface into an enterprise application. Smart organizations are no longer thinking of the mobile version of their applications as afterthoughts or add-ons, but instead critical business enablers. Market leaders are using mobile technology to differentiate their services, improve operational efficiencies and dramatically improve revenue.

Many companies, including software vendors, make the mistake of trying to replicate the desktop functionality on the mobile device. Some may even try to cram the desktop interface itself onto the smaller screen. We believe this is the wrong approach. Mobile app functionality must start and end with the precise moments that make sense in a mobile context, with no more or less – IBM calls these “mobile moments”.

This typically means that the mobile experiences are ones where the user is away from the desk and the experience needs to be either location dependent or location aware. Great examples of this exist within Industrial Manufacturing, Wholesale Distribution or Oil and Gas enterprises where users may be frequently in non-office environments such as the warehouse, the manufacturing floor, in the field, or at a client site.

In addition to enabling true mobile moments, IBM believes that mobile apps should also have certain characteristics, including:

- Insights through embedded analytics in every app
- Connectivity to link people, information, processes and action
- Orchestration to coordinate people and activities across the business
- Resiliency in the form of a persistent availability of connections, data and services to ensure business continuity
- Security systems to delivery trust and confidence

Most organizations require different approaches to fulfill their
mobile objectives. As a new option for companies, IBM is excited to offer MobileFirst iOS apps from our strategic partnership with Apple. In our experience, the most common approaches to mobility include:

- Using Oracle and JDE out-of-the-box apps
- Using a combination of Oracle JDE out-of-the-box apps and custom apps
- Leveraging IBM MobileFirst apps with existing Oracle JDE out-of-the-box or custom apps
- Undergoing a complex transformation that extends Oracle and JDE apps, integrates existing apps, builds custom apps and leverages IBM’s MobileFirst

Because of our strategic partnership with Apple Corp., IBM is uniquely positioned to offer a transformative end-to-end mobile solution to our clients. Our mobile solution combines the strategic advantages of JDE Hybrid Cloud with out-of-the-box, custom and IBM MobileFirst apps together with device management, service activation, management options, and finally, excellent enterprise-level Apple Care.

IBM’s clients are increasingly looking to a Hybrid Cloud approach for their JDE environments:

“IBM defines Hybrid Cloud as the connection of an on-premises environment to one or more external cloud platforms such as Oracle Cloud HCM and Financials. Most enterprises will have a Hybrid Cloud scenario so that they can continue to get the most out of their existing data, applications, infrastructure and services, while also investing in new Cloud and mobile services.

IBM’s JDE on the IBM Cloud offers enterprises a transition to the SaaS Cloud while remaining connected to their existing on-premises / in-house data and applications. IBM’s Hybrid Cloud approach can also support and facilitate a rapid adoption of mobility and analytics. We are seeing an increased momentum of JDE enterprises engaging us to understand the adoption of a Hybrid Cloud IT approach, while balancing delivery of their existing systems.”

- Peter Cavallo, Vice President North America Oracle Practice Leader, IBM GBS

The path to JDE Hybrid Cloud

The design of an ideal JDE Hybrid Cloud solution must engender the benefits of Cloud deployments. It can’t be Cloud-for-the-sake-of-Cloud or simply exhibit a “Cloud aesthetic”. The solution must simultaneously engender the inherent benefits of Cloud delivery and the power of JDE functionality with very few trappings of a traditional system integration project.

The road to adoption of the JDE Hybrid Cloud can take multiple paths for different organizations. A completely greenfield adoption where there are no existing systems in place, in the case of an entirely new operation, can use a rapid adoption approach, taking the generic JDE configuration or a pre-defined, industry-specific configuration without any further customization or data integration. Organizations with existing systems or transitioning from older, on-premises installations of JDE may take a path that requires co-existence of the application or take a transitional approach of migrating to the Hybrid Cloud over a few phases or years. While the path taken is different for each organization, the steps along the path do not need to be discovered or reinvented. In the case of a leading cereal manufacturer that IBM helped migrate to the
IBM Global Business Services

Hybrid Cloud, the client was ready to take the rapid adoption approach. This large enterprise was in the process of divesting its cereal manufacturing business. However, the complexity of its 17 applications in addition to JDE required a co-existence approach. IBM Global Business Services (GBS) teams fully tested the business model, business intelligence framework and integration points. Following a Hybrid Cloud migration, IBM seamlessly transitioned the client into its application managed services (AMS) model with a 100 percent virtualized Cloud environment. The client realized the following benefits:

- Independent set of systems to support the divestiture as a fully-owned, independent company
- Reduced the database by approximately 65 percent, improving performance and user efficiency
- Enabled knowledge of the business processes through testing and training across the client’s user community
- Utilized a cost-effective IT model to enable the client to continue to invest in acquisitions
- Improved and integrated the flow of information throughout the company

For successful Hybrid Cloud implementations, a robust methodology, proven Oracle and JDE experts, and the experience of countless JDE deployments should be leveraged to ensure that the desired outcome is achieved without mystery, surprise roadblocks, or overshot milestones or costs.

Figure 11: JD Edwards Hybrid Cloud Functionality
JD Edwards Hybrid Cloud for Supply Chain Management: From Vision to Reality

Crafting real, industry-specific solutions for the Industrial Manufacturing Wholesale Distribution and Oil and Gas industries

Compared to other ERP solutions, JDE is especially tuned to supply chain intensive companies such as those in Discrete Manufacturing, Process Manufacturing, Mixed Mode Manufacturing, Natural Resources, asset-intensive industries, Construction, Consumer Packaged Goods or Wholesale Distribution. As each industry has distinctive needs, it becomes valuable to start with a JDE solution already tuned to the unique requirements of the business. In the world of Cloud, the ability to rapidly launch industry-specific solutions is critical to the realization of its benefit. The delivery model reflects an agile approach versus a traditional waterfall approach. IBM offers Rapid Launch industry-specific solutions for a Hybrid Cloud environment that offer rich, pre-packaged, industry-specific functionality with rapid implementation assets and accelerators.

Shown in figure 11 is a comprehensive collection of JDE modules and technology that are generally available in IBM’s Hybrid Cloud model and offered as a subscription service.

JDE Hybrid Cloud for Wholesale Distribution

eCommerce has put extreme new pressures on Wholesale Distribution companies. Whereas in the past, stores could afford to have fairly static and slow supply chains, today they must be able to respond to purchases, in ways that are much more competitive, location dependent, and much faster. There was a day when orders could be fulfilled over the course of days or weeks. Now orders are being demanded overnight. If Amazon’s same-day drone delivery offering takes flight, same-day fulfillment might become a common requirement. This speed and flexibility puts incredible demands on enterprise resource planning, as activities like inventory forecasting, management and tracking must be extremely accurate, speedy and robust.

Unfortunately, distribution is often a low margin endeavor, and IT managers have to be extremely careful with their budgets. Many have not kept up with modern functionality, and this gap between legacy and contemporary needs is made larger by the boost of Internet commerce and even further by the boom in mobility. Distribution companies are frequently subject to acquisitions and mergers, often creating complex application portfolios that need to be reconciled.

The JDE Hybrid Cloud for Wholesale Distribution can be a profound opportunity to rapidly obtain leading-edge ERP/operational capabilities without the large capital expenditure and the risk it requires. It can also enable the enterprise to experience the value of JDE in a matter of weeks instead of the months or years associated with a traditional ERP implementation, while providing the enhanced functionality needed for this industry (e.g., margin analysis).

JDE Hybrid Cloud for Oil and Gas enterprises

Companies that provide equipment, parts, materials and services to the Oil and Gas industry need to ensure that their procurement, manufacturing, inventory, distribution, aftermarket, finance and sales are in perfect harmony to meet the demands of a constantly evolving and growing Oil and Gas industry. Some of their most critical needs include gaining

Epic Piping rapid adoption to IBM’s JDE Hybrid Cloud

“At Epic Piping, speed, scalability, flexibility and core functionality were important considerations in selecting JD Edwards on the IBM Hybrid Cloud. Our technology footprint consists of third party cloud applications for payroll, integrated with JDE in the cloud, as the core for manufacturing, distribution and financials.”

- Jeremy P. Turner, Chief Administrative and Information Officer

What is the new role of IT departments in the Hybrid Cloud world?

Gartner recommends that:

“IT departments need to prepare for their new role as internal Cloud services broker, and balance that with their delivery role for existing systems and for new digital services. Adopt a hybrid-IT approach, in which IT delivers internal services and brokers the use of external services, such as SaaS and BPaas.”
visibility to manufacturing, inventory reporting and harnessing speedy, comprehensive and accurate item master data. They need to excel at quality control, lot processing, change orders, costing of materials and other activities that make the business run effectively.

A JDE Hybrid Cloud solution can help the business in several ways. First, it enables the Oil and Gas enterprise to access the superior business functionality of JDE in a rapid timeframe, speeding time to value and enabling the business users to do their jobs better. For IT, it offloads the tasks of application and infrastructure maintenance, allowing those resources to focus more on enabling new business value than managing infrastructure. It enables this all while changing the economics of IT from a capital expenditure to a monthly subscription.

**Conclusion and what to do next**
The compelling case for JDE and the compelling case for Cloud delivery have finally come together, and the sum is greater than the parts. Smart companies in the Wholesale Distribution, Industrial Product Manufacturing and Oil and Gas industries are realizing rapid, lower-cost implementations of JDE into their critical planning operations with less pain, more gain, fewer resources and better results.

Organizations interested in further exploring the possibilities of a Hybrid Cloud JDE solution should also evaluate and understand their own functional requirements, how much modification they may need from the generic software, where key integration points will be, the preferred location of data, and their timing requirements for roll out. A careful look at costs and benefits (e.g., ROI, TCO, etc.,) is essential.

The next smart action to take is to learn more about JDE Hybrid Cloud solutions and to start some new explorations about what is possible today. It should also start with a thoughtful look inward to see how business operations could be improved rapidly without taxing IT with a burdensome technology transformation.

JDE on the Cloud has gone from vision to reality. It’s time to make it your reality.

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**Figure 12: Think it. Build it. Tap into it.**

- **Think it.** Strategize how to use hybrid cloud to drive revenue growth, innovation and efficiencies.
- **Build it.** Transition to IBM’s JDE hybrid Cloud with Global delivery and Support.
- **Tap into it.** Tap into expanded cloud services for continuous expansion into hybrid cloud.
Notes and references:

1. For the scope of this paper, “oil and gas enterprises” refers to companies manufacturing products (e.g., equipment, materials, piping, construction etc.) for the oil and gas industry.


5. www.ibm.com/mobilefirst