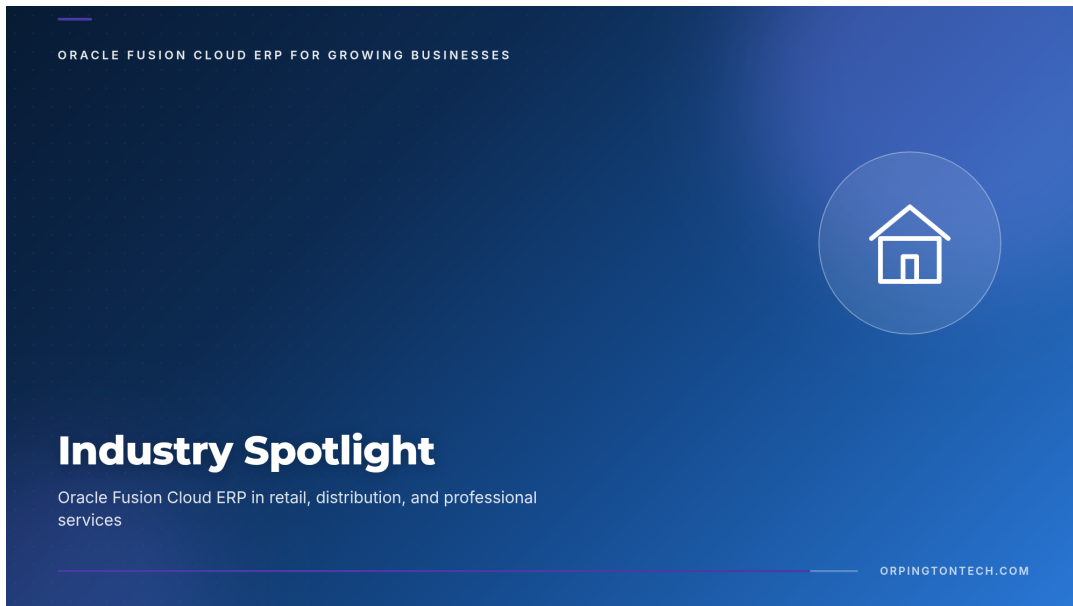




ORACLE FUSION CLOUD ERP FOR GROWING BUSINESSES

Industry Spotlight: Oracle Fusion Cloud ERP in Retail, Distribution, and Professional Services

The same platform, configured to fit very different businesses

A generic description of "what an ERP does" tends to undersell how differently the same platform actually gets used across industries. A distributor's core challenge is inventory velocity and fulfillment accuracy across many SKUs and locations. A professional services firm's core challenge is turning billable hours into accurate, timely invoices without losing margin along the way. A retailer's core challenge is unifying inventory and customer data across physical and digital channels that too often operate as separate businesses in practice, even when they're supposed to be one. Oracle Fusion Cloud ERP serves all three, but the configuration, the modules emphasized, and the metrics that matter look quite different in each case.

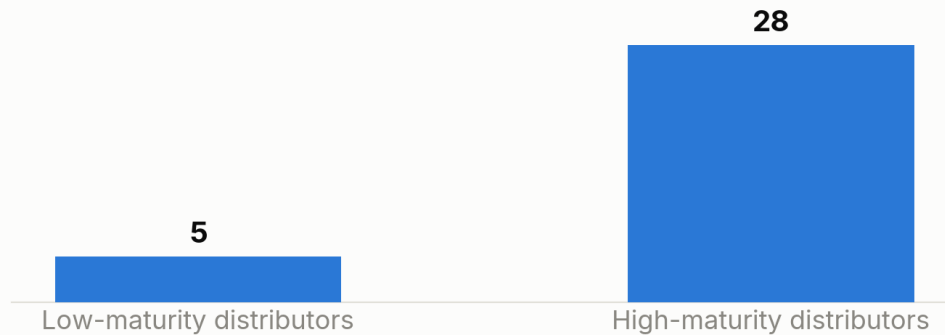
Distribution and wholesale: the integration gap is the whole story

Distribution and wholesale businesses show a particularly interesting pattern in recent research: companies with more mature digital operations run an average of 28 different technologies, compared with just 5 among low-maturity peers — a gap that reflects not just more spending, but a fundamentally different operating model built around connected systems rather than isolated tools. Yet even among fairly digitally invested distributors, 55% report having invested in core systems like

ERP, CRM, eCommerce, and analytics without ever fully integrating them, which tracks closely with the broader integration challenges covered earlier in this series.

Digitally Mature Distributors Run a Very Different Tech Stack

Average number of technologies in use, by distributor maturity level



Digital maturity in distribution correlates strongly with the breadth of an integrated technology stack, not just spending on individual tools. Source: Xorosoft, 2026.

Warehouse management adoption sits at roughly 50% among surveyed distributors, but more advanced capability lags well behind that: RFID adoption is around 13%, and AI-driven warehouse management sits below 2%, even though nearly half of distributors identify warehouse automation as an important use case for AI going forward. For a distributor evaluating Oracle Fusion Cloud specifically, the practical implication is that the ERP's native supply chain and inventory capabilities need to genuinely integrate with whatever warehouse management system is in place, rather than duplicating or conflicting with it — getting that boundary right is one of the more consequential configuration decisions a distributor will make during implementation.

B2B eCommerce has also become close to universal rather than a differentiator: 71% of B2B companies now offer eCommerce, and among those that do, online sales represent 34% of total revenue on average. Buyers have adapted accordingly, now using an average of 10 different interaction channels with suppliers, up from just 5 in 2016 — meaning a distributor's ERP needs to support a genuinely omnichannel sales and fulfillment model, not treat digital ordering as a side channel bolted onto a traditional sales process.

55%

of distributors have invested in core systems like ERP, CRM, and eCommerce without fully integrating them — meaning the technology investment already exists at most companies; the return on it is what's still missing.

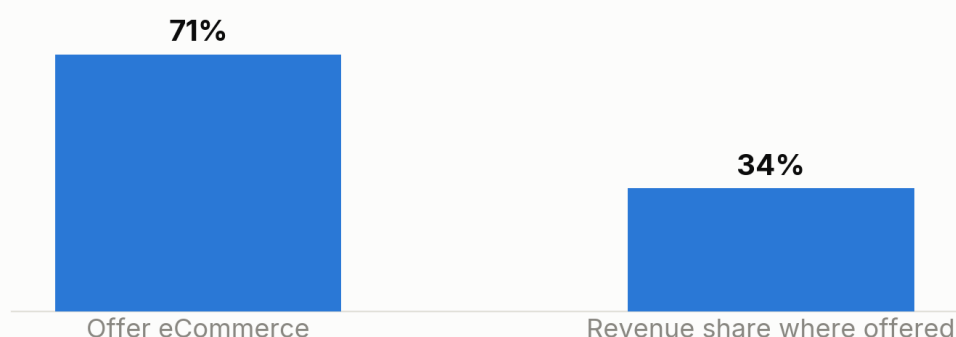
Source: Xorosoft / Distribution Strategy Group, 2026

Professional services: margin lives or dies in the details

For professional services firms — consultancies, agencies, engineering and architecture practices — the priorities inside Fusion Cloud shift heavily toward project accounting, resource management, and billing accuracy, echoing the utilization challenges covered earlier in this series. The core question a services firm needs its ERP to answer well isn't "how much inventory do we have," it's "is this specific engagement actually profitable, and do we know that in real time rather than after the invoice goes out." Getting project templates, billing rules, and cost allocation configured correctly for a firm's specific engagement models tends to be the single highest-value and most implementation-intensive part of a services-firm rollout.

B2B eCommerce Has Become the Norm, Not the Exception

Share of B2B companies offering eCommerce, and the revenue it represents where offered



B2B eCommerce has moved from competitive advantage to baseline expectation across distribution and wholesale. Source: Xorosoftware, 2026.

Retail and product-centric businesses: the omnichannel reconciliation problem

Retail and other product-centric businesses running Fusion Cloud tend to lean most heavily on the platform's inventory, order management, and financial consolidation capabilities, with the central challenge being reconciling inventory and customer data across physical and digital channels that too often get built and managed as if they were separate businesses. Manufacturing specifically represents the largest single vertical by revenue share within the SMB cloud ERP market, at roughly 22.5%, while healthcare is the fastest-growing vertical by projected growth rate — both reflecting industries where the operational complexity being managed (production processes in one case, regulatory requirements in the other) makes an integrated system's value especially concrete and easy to justify internally.

The common thread across every industry

Despite these differences, the same underlying lesson from earlier articles in this series holds across every vertical: the platform's capability matters less than how carefully it gets configured to match how a specific business actually operates. A distribution company that implements Fusion Cloud using a generic template built for manufacturing will end up fighting the system rather than benefiting from it. The same is true in reverse. This is precisely why industry-specific implementation experience — someone who has configured the platform for a business genuinely similar to yours before — tends to matter as much as the platform choice itself.

The final article in this series

Every article in this series has, in one way or another, pointed toward the same underlying question: how do you know, before committing real budget and organizational energy, that an Oracle Fusion Cloud ERP implementation is actually going to succeed at your specific company. That's the subject of the eighteenth and final article in this series — go-live readiness, and the specific, measurable signals that separate the implementations that deliver on their promise from the ones that join the failure statistics cited throughout this series.

Sources

1. Wholesale Digital Transformation Statistics and Trends for 2026, Xorosoftware — <https://xorosoftware.com/wholesale-digital-transformation-statistics/>
2. SMBs Cloud Enterprise Resource Planning Market, Mordor Intelligence — <https://www.mordorintelligence.com/industry-reports/smb-cloud-enterprise-resource-planning-market>