infor

WHITE PAPER

Becoming an agentic enterprise

How leaders close the gap between AI ambition and return on investment



Executive summary

The next era of enterprise value will be defined by AI that acts

As artificial intelligence (AI) capabilities advance at machine speed, organizations are under pressure to move from experimentation to implementation and optimization. Ambition alone is no longer enough to earn board-level sign-off. Clear return on investment (ROI), demonstrable business impact, and the ability to scale beyond the pilot are now table stakes.

The leaders in every industry who see real value from their technology will be those who solve a deceptively simple problem: How do we connect intelligence to action at scale without compromising control or quality?

According to the Infor™ Enterprise AI Adoption Index, that execution gap is what separates organizations that use AI to its full potential and see real returns from those still stuck in pilot mode.

80% of leaders say they can manage AI implementation internally

Roughly **1 in 3** of all organizations has not yet moved to full deployment, with top concerns including data security

31% remain uncomfortable with AI agents, signaling a lack of trust and fear of potential business disruption

Our data shows leaders want to leverage AI innovation, but they must do so in a way that avoids disruption and demonstrates clear business value from the outset.

This is what Infor calls the journey to becoming an agentic enterprise: an operating model for high-performing organizations that mitigates risk and automates work. Industry-specific agents operate in close orchestration across systems to perform precise end-to-end workflows, grounded in industry best practices and governed by a central authority layer.

Agentic AI goes beyond generative AI assistants and simple automation of manual tasks. Agents must reason across context, take action across systems, and operate semi- or fully autonomously within governed business constraints.

Agentic AI is the difference between AI that recommends and AI that executes, delivering business outcomes more precisely and efficiently than any prior generation of enterprise technology. With Infor, the journey to uncover that value starts wherever you are—and is a path well-proven by countless customers already becoming an agentic enterprise.

This paper explores the forces driving demand and expectations for agentic AI across the enterprise, and Infor's approach to turning enterprise AI ambition into real outcomes.

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In today's rapidly evolving environment, innovation is required to stay competitive

Yet, the tools most organizations rely on are standing in the way

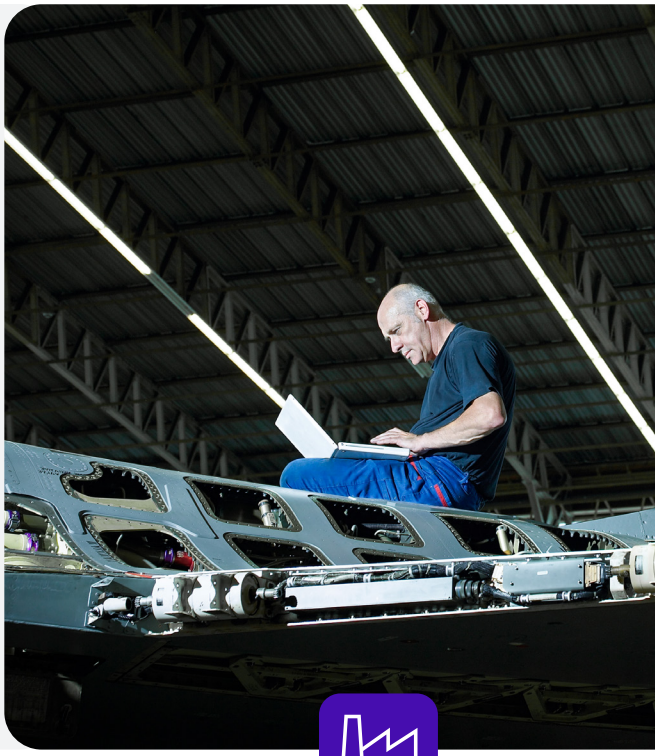
Software today needs to do more than just keep the lights on because business has never been more complex, nor has the pace of change been more rapid.

To help businesses achieve their goals and stay ahead of the competition, software must enable them to perform better, faster, and more precisely amid supply chain volatility, ever-changing market headwinds, and expanding customer expectations.

Meanwhile, AI is fundamentally reshaping how enterprises operate, unlocking speed, precision, and competitive advantages once thought impossible. The urgency to adapt only continues to increase as businesses reach a new stage of AI maturity: moving beyond experimentation to embed intelligence into core operations.

Consider an industrial equipment manufacturer producing components for the automotive and aerospace sectors. Raw material costs are climbing, trade policy is creating new pricing pressure on every purchase order, and supply chain volatility—from port disruptions to single-source supplier risk—has become a near-permanent operating condition. Even the smallest inefficiency in production lines, breakdowns in communication, and delays in inventory can leave hundreds of millions of dollars on the table.

AI has the potential to dynamically reroute supply chains before disruptions reach the factory floor, flag margin erosion in real time, and optimize production schedules against live demand signals rather than last quarter's forecast. It can be the difference between reacting to problems and preventing them altogether.



The problem lies in a decision made on day one

Moving to the cloud is the essential starting point. It's the only way to make meaningful AI adoption possible. But not all cloud solutions are built equally, and despite rising spend, enterprises are still struggling to derive value from their technology investments.

The culprit isn't a lack of effort; it's the generic foundation on which those investments are built.

Horizontal software was engineered for broad applicability: one codebase, one roadmap, one set of assumptions about what businesses need. It appears efficient but pushes complexity onto the customer in the long term.

Organizations end up in costly customization cycles, constantly mitigating risk, and holding systems together, where technology bloat becomes more expensive and more dangerous by the quarter.

Spotting the compounding costs

The cost of getting the foundation wrong shows up in five predictable ways:



Generic, surface-level results
When industry fit isn't native to the product, critical elements such as industry logic, data meaning, industry process flows, and integrations reside outside the core product. These horizontal platforms deliver generic outcomes that provide no real value for unique business and operational needs.



"Forever" integration and tech bloat
Endless integrations, customizations, and maintenance work consume information technology (IT) resources and delay innovation.



Security and governance gaps
Data siloed across systems and vendors creates blind spots that neither people nor AI can close.



Fragmented user experiences
Horizontal, yet complex interfaces that are not fit for industry-specific needs result in poor adoption, leaving tools underutilized and degrading the quality of business decisions.



Imprecise AI outcomes.
Even the best models can't deliver precise outcomes when the underlying data is inconsistent, incomplete, or context-unaware.

As AI innovation continues at increasing velocity, the stakes of choosing the wrong path have never been higher.

Where does the execution gap really live? We asked your peers.

Enterprise leaders' ambitions don't match their readiness, thanks to poor data quality, fragmented systems, and a lack of industry context

Infor Enterprise AI Adoption Index surveyed over

1,000 leaders

across the globe and revealed one core truth: There is a significant gap between reported capability and real-world preparedness for execution



of leaders globally report having the internal capability to manage AI implementation



Yet, roughly 1 in 3 of organizations surveyed has not started AI deployment or is merely running pilots

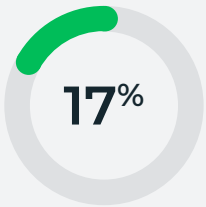


The barriers to execution live in the foundation of horizontal business applications

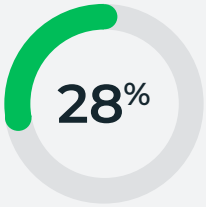
Capability isn't confidence. Having the tools is not the same as being able to use them, and a foundation built for everyone fits no one in particular.

The primary barriers to execution are four symptoms of the same issue: a foundation that lacks the precision and context needed to sustain real AI value.

Insufficient industry context



of leaders cite AI being too generic for their industry as a top concern.



named industry-specific use cases as a top priority when selecting an AI solution.

Weak security and government



of organizations across surveyed markets cite data security as a barrier to AI execution, and that concern is well-founded.

A single incident can result in operational disruption, regulatory penalties, and lasting brand damage.

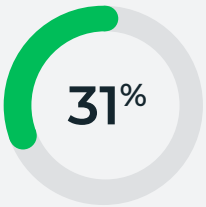
Poor data quality and consistency



of businesses strongly agree their data is mature enough to support reliable AI.

Leaders know that without the right data, even the most capable, innovative AI tools fall flat.

Disconnected systems and integration



of leaders remain uncomfortable with implementing agents.

Access to tools is no longer the primary barrier. The challenge is connecting those tools to the systems, workflows, and data that make them useful, and to make agents trustworthy.

The opportunity is clear, and Infor is built to deliver

Despite barriers to execution, organizations recognize the transformative impact of AI and continue to seek new capabilities. Their biggest priorities? Solutions that deliver enhanced data security (37%), AI agents (32%), and industry-specific use cases (28%).

Infor delivers all three—and more.

Infor closes the gap between ambition, execution, and value—by design

We've built our solutions around a single thesis: Value compounds faster when every layer of the platform is built to work together.

The depth of industry context—embedded in our core platform, applications and advanced tools, and AI capability—is why our customers implement faster, at lower cost, and with greater confidence in their path forward.



	What this looks like in practice
Infor's solutions built for industry fit are grounded in proven best practices, embedded workflows, and industry-specific data models, so customers start closer to value and modernize with less risk. →	By focusing on a defined set of industries, industry fit is engineered into the product at the micro-vertical level. A plant manager's dashboard already reflects their margin thresholds, customer commitments, and supply constraints the moment they open it. Every use case, outcome, and innovation starts from context your team would have otherwise had to build themselves.
Infor's open and innovation-ready platform delivers a governed, Amazon Web Services® (AWS)-backed, multi-tenant architecture that connects data, applications, and workflows within a single operating environment, making it practical to adopt advanced technologies without rebuilding the foundation. →	Process mining, robotic process automation (RPA), and AI/machine learning (ML) quietly surface the bottlenecks no one flagged, the approval loop that's been slowing cash receivables, and maintenance patterns hidden in the data. Your team spends less time on manual and repetitive tasks and searching for inefficiencies and more time acting on them across every system, with a single view of what's actually happening.
Infor's precise, value-guided AI experiences are possible because industry meaning is built into the product, enabling AI to act with context embedded in the workflows teams already use. →	A procurement lead uses natural language to ask their workspace why a vendor's on-time rate dropped. Generative AI (GenAI) provides an answer, three recommended actions, and AI agents stand ready to execute the action they select, all governed by the Infor Agentic Orchestrator. Industry and process expertise is built in, but judgment stays with them.
Infor's commitment to long-term success means go-live is the starting point, not the finish line. Our always-on partnership model keeps Infor accountable to outcomes before, during, and after implementation. →	Our care model and time-to-value methodology meet your team where they are, mapping a prescriptive path from go-live to the next ROI milestone, and the one after that. It's why customers see business value 54% faster and achieve a 114% ROI, with a partner who continues to support them long after the implementation.

Together, these differentiators create a solution where industry fit makes the platform more powerful, the platform enables innovation and makes AI more precise, and the long-term partnership ensures value is realized and sustained.

Getting the foundation right bridges the gap from ambition to execution to results, and it's what makes the agentic enterprise possible.

Introducing the agentic enterprise

How industry expertise becomes action at scale

Enterprise solutions are only as valuable as they are useful, trustworthy, and fit into both your operations and the world that surrounds them: processes, pressures, people, and time constraints.

Moving from embedded intelligence to coordinated, agentic workflows unlocks that value.

Infor calls this the agentic enterprise: an operating model where industry-specific AI agents operate across systems, orchestrated by a central authority layer, to turn intelligence into precise business outcomes at machine speed.

What does this look like in practice?



Complexity fades into the background

Agents trained on decades of industry knowledge and proven best practices can handle complexity and act on your behalf.



The user experience anticipates needs instead of playing catch-up

New business rules and processes are introduced seamlessly by agents that adapt workflows in real time, keeping teams informed and in control without requiring manual reconfiguration.



Precise value is unlocked faster

With industry meaning built in, every AI recommendation and outcome reflects the actual logic of your business: your terminology, margins, compliance requirements, and customer commitments.



Your business moves forward, with trust built in

Every action, whether initiated by a person or an agent, is governed, auditable, and operates within defined business constraints. Teams stay focused on high-value outcomes instead of overseeing the system, and continuous innovation becomes the norm rather than a disruption to absorb.

The path to becoming an agentic enterprise

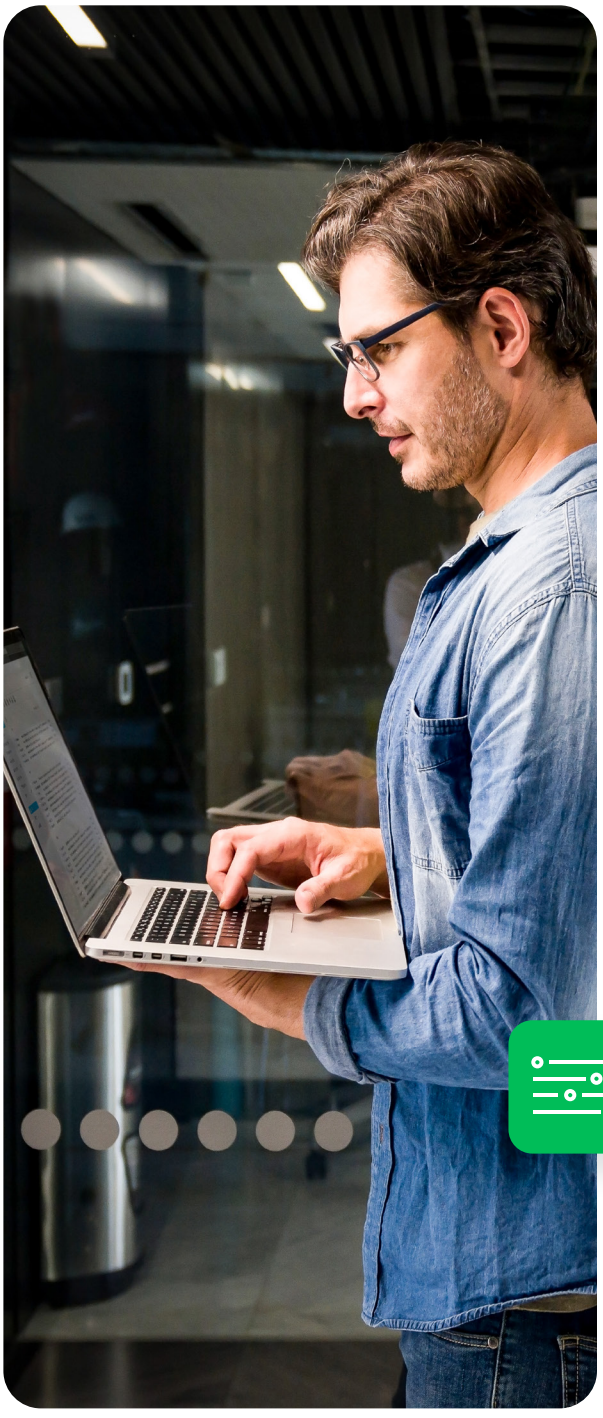
In a world of horizontal software and AI, industry context is the source of value. Becoming an agentic enterprise means scaling that expertise by moving from embedded intelligence to coordinated, agentic workflows. Infor builds the solutions that make the transformation possible and partners with you every step of the way.

There are four core elements of becoming an agentic enterprise:

Industry agents

Generic AI tools, applied to generic data, produce generic results. Infor Industry AI Agents—built on decades of domain expertise, trained on industry-specific data models, and designed around the actual workflows and terminology of the industries they serve—act like experienced team members embedded in your workflows. They deliver precise, auditable outcomes without requiring ongoing technical intervention.

What you can expect: Agents that are purpose-built for your industry and your team's unique day-to-day responsibilities. A purchasing agent in a hospital weighs Food and Drug Administration (FDA) compliance and supply continuity for clinical care; whereas in automotive, it prioritizes supplier performance against just-in-time schedules. In food and beverage, it factors in perishability and seasonal demand. Every industry AI agent absorbs the complexity of decision-making and provides precise, data-driven recommendations tailored to the industry's unique context.



Adaptive experiences

Agents handle elements of a business process without requiring a human to initiate or approve each action. The user experience becomes adaptive to every role—supporting how people actually work rather than forcing them to adapt to rigid software—intelligently surfacing what matters, automating routine tasks, and escalating only what genuinely requires human judgment and involvement.

What you can expect: Your team focuses on the high-priority decisions only they can make, while agents handle the rest. Adaptive workspaces continuously shape themselves around each user. For example, a finance lead reviewing month-end close sees the three flagged anomalies that require human attention, not the 200 transactions processed cleanly.

Autonomous orchestration

Agents run end-to-end workflows across Infor and non-Infor systems, acting on shared industry expertise and process context without waiting for human prompts at every step. Workflows can be built and refined for your organization's specific needs. Humans are looped in by exception to evaluate recommendations, approve actions, and move forward with confidence.

What you can expect: Supervisor agents orchestrate multi-step workflows across specialized task agents, coordinating action across the full enterprise technology stack without requiring manual handoffs prone to human error. Picture a freight disruption: A supervisor agent reroutes shipments, updates relevant systems, notifies customers through the customer relationship management (CRM) system, and adjusts production schedules in the manufacturing execution system (MES), with no human relay required.

Governed velocity

Data models you can trust, with governance, risk, and compliance built into the core code, create a central authority layer for all critical business actions, whether initiated by a person or an agent. With enterprise-grade security and oversight built into the product, teams can scale agents from pilots to production with confidence that oversight is running at the same machine speed as the AI capabilities.

What you can expect: Risk is managed upfront and at the speed of business. Observability features give leaders transparency into agent reasoning before moving to production, ensuring that every AI- and human-initiated action is traceable, auditable, and operates within defined business constraints. In practice, that means a leader can ask why an agent approved a vendor exception the previous week and see the full chain of reasoning, the data referenced, and the policy applied.

Together, these elements turn industry expertise—the one thing horizontal software can't replicate—into autonomous, governed action.

Take warehouse pick path optimization, for example:
The process of determining the most efficient route a worker or robot should take through a warehouse to fulfill an order requires an implicit understanding of changing inventory, order volume, and labor availability. Infor's machine learning dynamically optimizes warehouse picking routes, cutting travel distance by 25% and resulting in 15% faster picking time. These efficiencies compound across every shift, increasing throughput and improving fulfillment predictability, while reducing reliance on temporary labor and enabling more predictable labor spending.

That's the agentic enterprise in practice: industry context transformed into measurable, repeatable business outcomes.



Uncovering AI value is a continuous journey, not a destination

At Infor, we've long believed that adoption shouldn't be the barrier to innovation and that meeting our customers where they are is the fastest, lowest-risk path to measurable value.

That's why we've designed Infor Velocity Suite: a set of solutions that delivers the fastest path to value by bringing all aspects of the agentic enterprise together, with predictable pricing, prescriptive AI use cases, and a proven foundation for continuous innovation. We include one year of Infor CareFor Managed Services to keep us accountable to your outcomes long after go-live.

PILLAR	WHAT YOU GET TODAY	VALUE REALIZED NOW	WHAT'S NEXT
Industry-specific agents	Industry-specific, role-based AI agents with process mining, embedded insights, and prescriptive AI use-case packs.	Agents act like seasoned team members from day one, delivering precise outcomes without months of customization.	Next-generation industry language models (LLMs) and an ever-expanding portfolio of value-driven use cases tailored to industries and personas, informed by usage signals across the customer base.
Adaptive experiences	Role-based workspaces with GenAI assistants and low/no-code process configurations.	Teams focus on the high-priority work only they can do, while agents handle the routine in the background.	Adaptive user experience and agentic app builder, with more third-party widgets for embedded experiences.

PILLAR	WHAT YOU GET TODAY	VALUE REALIZED NOW	WHAT'S NEXT
Autonomous orchestration	Agentic workflows with industry context and use cases built in, powered by the Infor Agentic Orchestrator.	Multi-step processes run end-to-end across systems, with no manual handoffs and no tech debt.	Cross-platform agent observability and physical AI connectivity, including agent-to-agent orchestration and robotics integrations.
Governed velocity	Governance, risk, and compliance (GRC) capabilities in the core code, with role-based security and regional data residency.	Risk is managed at the speed of business; every user and agent action is auditable, traceable, and compliant by default.	Infor as the single control plane for AI- and human-initiated actions with Sovereign Cloud, business simulations, agentic identity.

The vision is clear. The path isn't linear. With Infor, **innovation starts wherever you are.**

Running on legacy	Innovate to the cloud, **safely**
Migrating to cloud	Optimize on processes, **before go-live**
Underutilizing in the loud	Continuosly realize value with AI, **faster**



Agentic enterprise

How Infor accelerates the journey

- Out of the box, industry agents
- Guided path to proven AI value
- Continuous co-innovation
- Flat fee, unlimited usage

Every organization begins from a different starting line

With Infor, innovation starts wherever you are

We know every organization is at a different point in realizing value. Some are migrating from on-premises systems for the first time. Many are in the cloud but have not yet realized the full value of their investment. Others have optimized existing deployments and are ready to accelerate into AI-powered automation.

Innovation isn't linear. Whatever your starting point, becoming an agentic enterprise allows you to realize value at every point.

If you're running on legacy solutions, introduce innovation the right way

Infor's AI solutions are built for industry fit, while prebuilt workflows are designed with proven best practices that support innovation at every stage of your digital transformation journey—meeting you wherever you are.





lower integration costs and implementation timelines reduced by up to six months—these are among the outcomes delivered by Infor's solutions.

Gellert Global, the largest specialty importer in North America, with over 6,000 stock keeping units (SKUs), reduced integration timelines from years to just three months to scale its acquisition strategy.

Infor's open, innovation-ready platform creates a single source of truth across all data, applications, and workflows—the optimal foundation for continuous process improvement.

If you're migrating to the cloud, optimize processes before go-live to accelerate value realization

When you adopt Infor Velocity Suite solutions, in parallel with cloud migration, AI can actually accelerate deployment. The same advantages of leveraging AI in the cloud—surfacing inefficiencies, accelerating data cleansing, and identifying process gaps—help you go live that much faster.



Infor's foundation improves model accuracy up to 20 percentage points through connected, clean data, enabling consistent process optimization. After completing its Infor cloud migration on time and under budget, State Electric Supply, one of the largest electrical distributors in the United States (US), optimized core business processes, cutting diagnostic time in half and identifying process issues 85% faster.

Advanced process mining and GenAI capabilities are deployed at launch, with precise outcomes delivered in as little as 30 days. Process mining and performance analytics surface where value is being left on the table, while role-based AI workspaces embed intelligent decision support at the point of work, driving adoption where it matters most.

After go-live, maximize your investment and continuously realize value with agentic AI

Go-live is just the starting line. With Infor's agentic AI capabilities, what once required manual coordination across departments, data sources, and third-party tools now runs as end-to-end, governed workflows, freeing teams to focus on high-value decisions.



With Infor, AI is deployed 30% faster than peers, with value realized 54% faster through Infor's ongoing success model. That speed is essential. As Samaher Alhaidari, Digital & AI Senior Manager of Zahid Group, a construction machinery and commercial vehicle supplier, said, "It will be revolutionary."

Infor's Agentic Orchestrator coordinates specialized agents across complex, multi-step workflows, handing off between tasks and systems without manual intervention. Beyond orchestration, Infor Industry AI Agents and prescriptive use-case packs continue to make value realization immediate.

This journey is designed to deliver value today while accelerating toward autonomous orchestration built around what your organization does best.

Already on-premises with Infor? Infor Leap is designed to make getting started as easy as possible.

Whether you're an on-premises customer evaluating transformation or operating with a patchwork of point solutions, Infor de-risks cloud enterprise resource planning (ERP) implementation with a fixed-fee, fixed-timeline approach that ensures a predictable path to value.

Customers can implement efficiently, optimize continuously with a clean data foundation and role-based AI, and innovate at pace with agentic automation, all supported by CareFor Managed Services that keep Infor accountable to outcomes long after go-live.



Zahid Group is an agentic enterprise delivering through complexity

For over 65 years, Saudi Arabia's Zahid Group has provided customer-centric solutions in infrastructure, energy, manufacturing, and beyond. In a complex ecosystem of long asset lifecycles, regional supply chains, and a workforce spanning multiple geographies and industries, Zahid Group companies must deliver amid complexity while maintaining long-standing customer relationships.

Zahid Group's Infor journey began more than 15 years ago with on-premises solutions. To advance a digital transformation mandate that is both AI-first and business-first, Zahid Group worked closely with Infor's research and design team to migrate 18 companies to Infor CloudSuite, aiming for the fastest possible time to value.

Pursuing go-live and innovation in tandem let Zahid Group mine processes and streamline workflows mid-migration, accelerating its evolution into an agentic enterprise.

Gaining speed without losing ground

To achieve its digital transformation goals, Zahid Group needed a partner with the right industry expertise to deliver immediate gains, including through AI, without destabilizing its carefully calibrated global operations. After 15 years of partnership, Zahid Group was confident that Infor's industry-specific cloud solutions and Velocity Suite's all-in-one package of process mining, automation, and agentic AI capabilities could do both.

Even before all systems are fully live, Zahid Group's adoption of Infor Industry AI Agents has already proven transformative. Agents have strengthened governance across the board, preserving institutional knowledge, solving problems, and identifying inefficiencies hiding in plain sight. "What really excites us the most is having autonomous agents that run processes end-to-end with minimal human interference," said Zahid Group.

> “Having autonomous agents that do end-to-end processes will be really revolutionary.”



AI-driven insights uncovered bottlenecks that were creating extra work and potential risk, including issues that prevented analysts from accurately projecting revenue flows. Take the invoice-to-cash cycle: Invoices were taking too long to process, resulting in late payments, creating significant variances across accounts,
and undermining planning and service delivery.

Zahid Group now uses agents to identify these bottlenecks and coordinate workflows to resolve them,
while keeping a human in the loop to manage personal relationships. One agent analyzes, extracts, and structures data; the second applies prioritization logic; the last drafts a dunning letter based on the inputs. Finally, a team member makes final adjustments to the letter, ensuring it respects the long-standing business relationship with each customer.

With Infor’s partnership, Zahid Group companies continue to derive critical value from AI throughout the process of becoming an agentic enterprise—even as the migration to the cloud is complete.

How ready are you?

Take the first step toward becoming an agentic enterprise

Every organization has the capacity to uncover precise, AI-driven value tied to key business outcomes. However, it requires readiness and the right partners.

As you consider your next steps, here are the key takeaways.

AI execution is the differentiator, not adoption

Execution depends on data quality, integration, and industry fit—none of which comes from layering AI onto generic software.

Industry specificity is the compounding advantage

Infor's CloudSuites and solutions start with proven workflows, data models, and built-in best practices, so every hour you would spend customizing becomes an hour spent creating value.

Becoming an agentic enterprise is possible, no matter your starting line

Organizations are becoming agentic enterprises today. Infor has been building to this moment for two decades and has deployed AI capabilities to enable full autonomous action at machine scale.

The right foundation is where value compounds

Customers on Infor's industry-built platform optimize faster, adopt AI with higher precision, and move to agentic execution with confidence. Each stage makes the next one easier.



Your readiness checklist

Use the following questions to assess your organization's position on the agentic enterprise journey.

01. Foundation

- Are your core business systems in the cloud?
- Is your ERP platform purpose-built for your industry?
- Do you have a single, consistent source of truth across finance, operations, supply chain, and HR?

02. Data and AI readiness

- Is your data clean, connected, and accessible to AI tools?
- Is your platform composable and open enough to allow AI tools, including agents, to act with essential business context?
- Do your AI tools surface insights your teams act on, rather than recommendations that

03. Agentic readiness

- Are you currently using AI in more than one core business function?
- Have you defined the high-value use cases where agentic AI execution would deliver the greatest business impact?
- Do you have governance and observability capabilities in place to oversee AI-initiated recommendations and actions?

If you cannot answer "yes" to every question in the first section, Infor Velocity Suite can take you from legacy to the cloud faster, and with greater confidence.

If you can answer "yes" across all three sections, AI can fuel continuous innovation through ongoing process improvement and autonomous orchestration.

If you have gaps, Infor Leap provides you a clear path forward, no matter your starting point.

Disrupt your industry, not your operations

The agentic enterprise is not a vision for the distant future. Organizations are already there today by choosing the right foundation, the right partner, and the right moment to act.

The enterprise AI moment is real. Spend is increasing, ambitions are rising, and the competitive gap between organizations that can act on AI and those that only aspire to is widening every quarter.

Ambition without architecture is just noise.

Infor has been building toward this moment for decades. Our industry-built solutions, open and innovation-ready platform, and Agentic Orchestrator are not roadmap promises—they are deployed capabilities, available today, delivering measurable outcomes for customers across the industries we serve.

Industry-leading performance starts with Infor's precise value.

Across the globe, Infor customers include:

- **9 of top 10** food & beverage manufacturers
- **16 of top 20** aerospace companies
- **28 of top 50** largest chemical manufacturers
- **15 of top 23** supply chain leaders
- **4 of top 5** largest international construction equipment companies
- **11 of top 15** industrial manufacturers
- **8 of top 10** automotive manufacturers
- **15 of top 25** industrial supplies distribution companies
- **9 of top 10** global hotel brands
- **26 of top 30** largest U.S. counties
- **10 of top 15** lagest clothing brands
- **10 of top 20** U.S. health systems



About Infor

Infor is a global leader in business cloud software products for companies in industry-specific markets. Infor builds complete industry suites in the cloud and efficiently deploys technology that puts the user experience first, leverages data science, and integrates easily into existing systems. Over 67,000 organizations worldwide rely on Infor to help overcome market disruptions and achieve business-wide digital transformation.

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Explore your path to becoming an agentic enterprise

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