



5 Key Aspects of Oracle Transportation Management (OTM) Reviewed



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Introduction

Oracle Transportation Management (OTM) remains one of the most functionally extensive transportation management systems available, particularly for large, global organizations with complex transportation networks. Its depth, configurability, and ability to support sophisticated operations have earned it consistent recognition as a market leader in independent technology evaluations. These same characteristics can also contribute to administrative complexity and a more demanding end-user experience.

Oracle's recent product development provides evidence that it recognizes this challenge. Based on the product sessions presented at the 2026 SIG conference, the company is investing in a more approachable user experience, an expanded operational workbench, embedded artificial intelligence (AI), reusable partner connectivity and continued functional development across OTM and Oracle Global Trade Management (GTM).

This guide examines JBF's perspective on five areas that are particularly important to OTM customers and prospective buyers.

Area 1



ORACLE IS TAKING A DISCIPLINED APPROACH TO IMPROVING THE USER EXPERIENCE



JBF SENTIMENT RATING™

Strategic Value | 5 out of 5

Oracle has placed significant emphasis on improving OTM's user interface and overall user experience. This is significant for a platform that has historically been viewed as highly capable but difficult to administer and navigate.

The importance of this work extends beyond visual design.

Some OTM users may have decades of experience completing tasks through established screens and processes. Changes that appear minor can materially affect productivity, training requirements and user confidence. While a modern interface is generally the preference by most users, Oracle recognizes that an abrupt transition could create disruption for organizations with deeply embedded operating procedures.

Their rollout strategy gives customers access to the new interface while converted screens and workflows become available, allowing users to continue working in the prior experience during the transition and creating opportunities for customers to provide feedback before the new interface becomes enforced.

This approach reflects sound product discipline as Oracle is treating the interface transition as an operational change rather than a cosmetic update. Its approach provides time for testing, user feedback, and training.

JBF Perspective

5 out of 5

The rating reflects strong product direction and a responsible transition strategy.

Oracle deserves credit for addressing one of the most persistent concerns associated with OTM. The company's cautious rollout reduces the risk of forcing users into an unfamiliar experience before workflows are ready.

The remaining question is how consistently the new experience improves daily work across the platform. Buyers should evaluate complete user journeys rather than a limited number of updated screens. They should also determine which workflows remain dependent on the prior interface, how long parallel experiences will be supported and what Oracle expects customers to manage during the transition.

Area 2

ENHANCED WORKBENCH IS BECOMING THE OPERATIONAL CENTER OF OTM



Oracle's Enhanced Workbench is increasingly central to how users interact with OTM. It allows organizations to create role-specific operating environments that combine data tables, maps, charts, shipment views, planning information, and other visual components in a single layout.

Recent enhancements include improved search and sorting, expanded personalization, editable data, mass updates, mapping improvements, and embedded shipment summaries. Oracle has also provided workbench layouts for activities such as transportation planning, dock scheduling, fleet dispatch, invoice approval, rate management, and diagnostic analysis.

This direction is valuable because it can reduce the need for users to move between numerous screens to complete a process. A well-designed workbench can organize information around a user's responsibilities rather than around the underlying structure of the application.

Conversely, configurability does not automatically produce simplicity. The quality of a workbench depends on how effectively an organization designs roles, selects the information that users need, and governs changes over time. Poorly structured layouts can transfer complexity from the standard application into a customized workspace.

Oracle's move away from legacy workbenches also makes migration planning important. Customers should identify which current workflows rely on older workbench configurations, determine whether equivalent capabilities exist in Enhanced Workbench, and test the resulting layouts with the people who perform the work.

JBF Perspective

4 out of 5

Enhanced Workbench provides meaningful operational value, but the outcome will depend heavily on customer configuration and adoption.

Enhanced Workbench is one of Oracle's most practical opportunities to improve OTM usability without reducing the platform's functional depth. It can make the application more approachable for the end users while preserving the flexibility required by complex organizations.

Customers must be prepared to invest in design, testing and governance. Buyers should ask Oracle and implementation partners to demonstrate workbenches using realistic processes and data. They should also clarify who will own workbench administration after implementation and how changes will be controlled.

Area 3



ORACLE'S AI STRATEGY IS PRACTICAL, BUT ACCESS AND MATURITY REQUIRE CLARIFICATION



JBF SENTIMENT RATING™

Strategic Value | 3 out of 5

AI dominated much of Oracle's product direction discussion at the 2026 SIG conference. They described a progression from predictive AI to generative AI and AI agents, with the broader objective of moving its applications from systems of record toward systems that help produce business outcomes.

The use cases presented were generally connected to recognizable logistics processes. Examples included estimated arrival predictions, route recommendations, shipment summaries, bulk planning diagnostics, rate inquiries, dock scheduling assistance, and shipment change support. Within GTM, Oracle presented agents intended to assist with product classification and restricted-party screening preparation.

Oracle is also making business objects available to support customer-created agents. Its AI Agent Studio supports natural-language, low-code and no-code agent design. This will allow customers to develop targeted assistants without waiting for Oracle to deliver every use case as a standard product feature.

However, buyers must distinguish between embedded AI features, Oracle-delivered agents and customer-created agents. These capabilities do not necessarily share the same subscription requirements, provisioning process, or implementation effort.

Oracle materials indicate that certain embedded features can be enabled within OTM. Access to AI Agent Studio and the deployment of agents, however, depend on Oracle Fusion Cloud Applications services, identity configuration, security roles, and other technical prerequisites. Oracle has stated that AI Agent Studio is included for Fusion Applications customers, but that does not fully explain the commercial implications for every OTM customer, particularly those that do not otherwise use Fusion Applications.

Additionally, general availability should not be confused with readiness. Even when an AI feature is included, customers will still need to configure connections, establish permissions, define governance, validate results, and train users.

JBF Perspective

3 out of 5

Oracle has established a relevant and potentially valuable AI direction. The rating is constrained by the newness of the capabilities and the need for greater subscription and deployment clarity.

Oracle's AI strategy is more credible because many of its use cases address specific transportation and trade-management activities. At the same time, Oracle needs to provide greater clarity regarding entitlement, dependencies, and implementation requirements. Before including AI benefits in a business case, buyers should confirm:

- Which capabilities are included in their OTM or GTM subscription
- Whether a separate Fusion Applications subscription or service is required
- Which agents are generally available, in controlled availability, or still on the roadmap
- What customer data is used and how it is protected

Customers should also separate the ability to design an agent from the ability to deploy and govern one effectively. Natural-language design can reduce development effort, but it does not eliminate the need for process ownership, security controls, and ongoing oversight.

Area 4



ORACLE BUSINESS NETWORK COULD REDUCE AN IMPORTANT INTEGRATION BURDEN



JBF SENTIMENT RATING™

Strategic Value | 4 out of 5

Carrier and logistics partner connectivity has historically been a significant challenge for OTM customers. Shippers have been responsible for establishing and maintaining individual connections with carriers, freight forwarders, brokers, and other providers. Organizations without sufficient internal integration expertise often rely on third parties or continue using manual communication for portions of their network. Both approaches can limit the value of the TMS by adding cost, creating external dependencies, or preventing full process automation.

Oracle Business Network (OBN) is intended to reduce this burden by providing reusable connectivity between Oracle customers and participating trading partners. Instead of each customer building a separate connection to the same provider, OBN allows an established connection to be used across multiple Oracle customers. Oracle describes participation in OBN as free and has expanded its use within OTM to support transportation processes such as external rating, invoice exchange, and tender transmission.

The current maturity of OBN's transportation network is difficult to assess. Oracle does not publish a comprehensive transportation partner directory with enough detail to evaluate carrier participation, supported transactions, transportation modes, or geographic coverage. Transportation use of OBN is also newer than the carrier networks offered by several established TMS providers. Customers must therefore compare OBN's available connections with their specific provider network rather than assume broad coverage.

Customers should not view OBN as a hands-off approach to partner connectivity. They must still register for the network, configure external systems and identifiers, establish partner relationships, test transactions, and manage exceptions. Free participation does not mean that implementation and ongoing operation will have no cost. Trading partners may also charge separately for their own services.

Existing OTM customers should also avoid treating OBN as an immediate replacement for their current integrations. Transitioning established connections may require changes to contracts, mappings, operating procedures, and support models. Customers may need to operate existing and OBN-based connections simultaneously while providers are transitioned in phases. For many organizations, the most practical starting point may be using OBN for new provider connections or replacing individual integrations that are particularly costly to maintain.

JBF Perspective

4 out of 5

OBN has meaningful potential, but limited public visibility into transportation-network coverage and adoption makes its current value difficult to assess consistently across customers.

OBN addresses a legitimate source of cost and complexity for OTM customers. If Oracle continues expanding transportation-partner participation and transaction support, the network could strengthen OTM's overall value proposition.

The immediate opportunity may be greatest for net-new provider connections or for existing integrations that are particularly expensive to maintain. Customers considering a broader migration should first compare OBN coverage with their actual provider network and develop a phased transition plan.

Buyers should request specific information regarding:

- The carriers, brokers, and freight forwarders currently available.
- The transaction types supported by each participant.
- Geographic and transportation-mode coverage.
- Onboarding timelines and responsibilities.
- Exception management and support ownership.
- Any implementation or partner-specific costs outside the network participation fee.

Area 5



ORACLE'S PRODUCT DEVELOPMENT IS BROADER THAN ITS AI- FOCUSED ROADMAP DISCUSSION



JBF SENTIMENT RATING™

Strategic Value | 3 out of 5

The product direction presented at the 2026 OTM SIG conference placed considerable emphasis on AI. This aligns with Oracle's broader corporate strategy, but it did not provide a complete view of the functional work occurring across OTM and GTM.

Oracle's recent product releases show a more balanced development program. Enhancements extend across transportation planning, routing, external rating, tendering, document management, mobile workflows, shipment visibility, load configuration, freight payment, claims, analytics, integration services, and logistics network modeling. GTM development also includes trade incentive management and improvements related to programs such as foreign trade zones and duty drawbacks.

A meaningful portion of this work is identified as originating from customer ideas. This supports Oracle's statements regarding engagement with user groups and indicates that customer feedback is being translated into delivered product enhancements.

The breadth of development is reassuring for customers that require continued investment in core transportation and trade-management functions. OTM's value depends on more than AI, and Oracle's release record suggests that the company has not abandoned foundational product development. Oracle's expansion of APIs and business actions is also relevant. These technical improvements can support integrations, automation, and AI agents, but they have value independent of AI. They can make it easier for customers and partners to extend OTM and connect it with surrounding systems.

JBF Perspective

3 out of 5

Oracle continues to invest across the platform, but greater visibility into the longer-term non-AI roadmap would help customers plan their own technology strategies.

Oracle demonstrates strong continuity of investment across OTM and GTM. The principal concern is that Oracle's AI narrative can overshadow the broader product strategy. Customers should ask for a functional roadmap that addresses their specific modes, geographies, and operating requirements rather than relying solely on high-level AI messaging.

Summary

Oracle's current OTM product direction is positive. The company is addressing usability concerns, making Enhanced Workbench a more capable operating environment, introducing AI use cases connected to real logistics processes, and expanding options for reusable trading partner connectivity. Its release history also demonstrates continued development across core OTM and GTM functions.

The principal areas requiring buyer diligence are maturity, entitlement, and adoption effort. AI capabilities may depend on Fusion services and technical prerequisites that are not immediately apparent. OBN's transportation coverage is not sufficiently transparent for customers to assume that it can replace their current connectivity model. Enhanced Workbench and the new interface can improve usability, but customers must still plan for configuration, governance, and change management.

OTM remains best suited to organizations that require substantial functional depth and are prepared to support the corresponding implementation and administrative demands. Oracle's recent investments may reduce some of that burden, but they do not eliminate it. Buyers should evaluate the platform based on demonstrated workflows, confirmed subscription rights, and a realistic understanding of what their organization will need to configure, govern, and maintain.

About the Author



Rachelle Butler is a Director, Strategy at JBF Consulting with more than 15 years of experience spanning logistics operations and technology. She partners with shippers to assess, design, and implement solutions that align operational needs with long-term business direction. Rachelle's background includes roles in product leadership, consulting, implementation, and post-deployment client success at e2open, BluJay Solutions, and LeanLogistics. She began her career in the United States Marine Corps, where she gained foundational experience in transportation coordination and logistics operations. Rachelle brings a practical, real-work approach to helping clients realize meaningful value from their operational investments.

About JBF Consulting

JBF Consulting is a leading logistics strategy advisory and technology integration firm that partners with shippers to transform their logistics and supply chain execution operations. We empower clients to achieve operational efficiency and scalable, sustainable value through strategy development, roadmap orchestration, unbiased technology selection, expert implementation, data-driven insights, and ongoing managed services. For over two decades, our client-centric approach and alliances with best-of-breed solution providers have ensured that every strategy and solution we deliver drives measurable impact, long-term success, and customer satisfaction. For more information, visit www.jbf-consulting.com.



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