



12 Warning Signs Your OMS Implementation is at Risk

Most OMS programs do not fail all at once. The warning signs usually appear early, then become more expensive as the program moves closer to UAT and go-live.

Scope and Requirements

Requirements are still changing after build begins

Core workflows, channels, locations, and exception scenarios are still being defined while development is already underway.

Scope is described in features, not operating decisions

Terms like BOPIS, ship-from-store, or unified inventory are approved without defining how they will work in practice.

Key assumptions are not documented

Important decisions about volumes, integrations, inventory rules, and fulfillment logic exist only in meetings or email threads.

Governance and Ownership

No one has authority to make cross-functional decisions

Business, technology, operations, and finance teams disagree, but no single owner can resolve issues quickly.

Scope changes begin before cost and timeline impact are approved

The team starts additional work while commercial and delivery implications are still being discussed.

Risks are reported, but not assigned

Issues appear in status reports without a clear owner, due date, or escalation path.

Architecture and Delivery

Integration complexity was underestimated

Payment, tax, fraud, inventory, warehouse, carrier, and customer service dependencies are discovered later than planned.

Performance requirements are unclear or untested

Order volume, inventory updates, peak traffic, and response-time expectations have not been validated under realistic conditions.

Customization is becoming the default answer

The team is building custom logic before confirming whether standard platform capabilities can support the requirement.

Testing and Readiness

UAT is becoming the first end-to-end test

Business users are discovering basic functional and integration defects instead of validating agreed workflows.

The defect backlog is growing faster than it is closing

Open defects increase each week, severity is debated, and critical issues remain unresolved as milestones approach.

Go-live readiness is based on the date, not the evidence

The launch date remains fixed even though testing, monitoring, training, support, or rollback plans are incomplete.

How Many Warning Signs Do You See?



- **0 to 2 signals:** The program appears controlled, but keep monitoring.
- **3 to 5 signals:** Delivery risk is increasing. Corrective action is needed now.
- **6 or more signals:** The program may require a structured recovery plan before the next major milestone.