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# Why It's the Right Time to Sever Ties with Oracle's Application Support

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## Executive Summary

Oracle has amassed a large base of customers and rightly wants to protect its \$17 billion maintenance annuity stream. Published reports indicate that Oracle generates about 90% gross profit ( $\approx$ \$15 billion) from maintenance fees, much of which is being directed for researching, developing, launching, and promoting its new cloud solutions and acquisitions. Oracle is aggressively pushing as many customers as possible (as fast as possible) from on-premise applications to these new cloud solutions.

To help facilitate their cloud revenue business objectives, Oracle has modified its approach for delivering on-premise application support. Whereas customers once paid maintenance fees to get more personalized support, in-version product enhancements, and the right to new upgrades, they now pay fees for self-support tools, fewer enhancements, and the right to repurchase cloud-based replacement solutions. Despite Oracle's de-personalized support environment, many of their customers remain on board, viewing downgraded support through a lens of "business as usual with Oracle." Many are still unaware of proven replacement alternatives like third-party support.

For increasingly more Oracle users, third-party support providers are restoring higher quality service, reducing the cost of maintenance fees, and providing a safe haven until cloud solutions/digital innovations become right for their business. The significant savings immediately afforded by third-party support are in many cases funding and accelerating cloud migration – or funding business-driven strategies to advance their competitive differentiation. Third-party support has risen in popularity and adoption rate, in large part, due to the decreasing value proposition of Oracle's support model and Oracle's tactics to lock in customers. The target addressable market for third-party support is considerable. As it now stands, the market is growing  $\approx$ 30% per year.

As one might expect, Oracle is not relinquishing control of their maintenance-paying customers without a fight. Roadblocks they set (sales tactics, commercial terms, audits, etc.) are intended to make it difficult to sever support ties. This white paper compares Oracle support to third-party support, helps identify and counter Oracle roadblocks, and builds the ROI case for switching to third-party Oracle support.

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### Topics Outlined in White Paper:

- **Comparing Oracle-Provided Support versus Third-Party Support**
- **Roadblocks Set Up by Oracle to Fend off Third-Party Support**
- **Third-Party Oracle Support Use Cases**

# Comparing Oracle-Provided Support versus Third-Party Support

There are many sources of information that compare features and benefits of software vendor support to third-party support. Oracle customers can investigate using websites, blogs, analyst notes, etc. At the end of this section, you can refer to a checklist that compares features of third-party support versus Oracle-provided support. Otherwise, the focus of this white paper compares the varying mentalities, approaches, business objectives, and service goals of Oracle and leading third-party support providers like Spinnaker Support.

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## Differing Business Objectives

Oracle is a software and technology company that aspires to become a dominant player in the cloud. Over decades, they have built a customer base of more than 400,000, organically and through acquisitions. Oracle wants customers for life, preferably paying customers. On-premise software support drives massive revenues and profit margins, fueling Oracle's investment in cloud solutions and their shift away from on-premise applications. Oracle uses support as a lever to move customers through a perpetual upgrade and migration cycle. With Oracle, support is largely an end to a means.

With third-party support providers, support is a means to an end. Third-party Oracle support providers have different business objectives than Oracle. Of course, increasing revenue and profitability are important, but third-party providers like Spinnaker Support are laser focused on quality and value of service. Profits are promptly reinvested to improve service quality and breadth, i.e., new engineers, perpetual training for all service delivery personnel, more operations centers, new and enhanced service offerings, support delivery process certifications, and strengthened quality management capabilities. Over 70% of Spinnaker Support employees work directly with customers every day, delivering high-quality, personalized support at 98.7% satisfaction rate.

Third-party support providers do not expect to keep customers for life, understanding that customers must constantly embrace emerging software and infrastructure technologies to remain competitive. Although we still support customers signed back at our inception in 2008, customers stay with us between four and five years on average. The significant savings we afford our customers on reduced maintenance fees are being redirected to accelerate digital innovation and cloud migration.

### ➤ Why the Differences Matter:

Simply put, Oracle customers can get superior software support to complement their top-notch software. Surprisingly, many Oracle customers are settling for inferior support when a better alternative is immediately available. The superior third-party support comes with an immediate savings of an average of 62%, which Oracle customers are redirecting to drive their digital transformation journeys – on their own terms and timeline, not Oracle's. Counter to Oracle messaging, customers can re-engage with Oracle support at any time they choose without negative consequences. Renegotiate terms that work in your favor knowing that Oracle will always take you back.

## Differing Service Philosophy: Self-Support or Highly Personalized

The centerpiece of Oracle-provided support is a portal called, My Oracle Support. The portal is promoted as a one-stop shop support solution for Oracle support customers. Using My Oracle Support, maintenance-paying customers can search for solutions, download patches and updates, access tools, collaborate in the community, and create new service requests. Automated tools confirm service request severity level and push out links to information that might relate to the service request description.

Through My Oracle Support, Oracle is driving an impersonalized, self-support style of service to maintenance customers. My Oracle Support is an engine by which customers have had to learn and adapt over time. The lack of interaction with humans is, in part, why Oracle support is so highly profitable. CIOs paying for Oracle support should assess how much time their department members are spending inside the portal trying to resolve their own issues. Besides paying Oracle a very high fee, CIOs might be surprised at the amount of incremental money they are paying their staffs to do a job that Oracle should be doing.

When customers have an issue or question regarding their Oracle application(s), they have become conditioned to search through the portal for resolution. They are hoping that other Oracle clients have seen the same issue and have shared a possible resolution; or that a patch becomes available to address the issue in a timely manner.

Third-party support providers deliver highly personalized support and responses to issues in minutes. It's a completely different approach and philosophy. Every Spinnaker Support customer gets a dedicated Account Support Lead (ASL), very senior and battle-tested. Each customer gets a team of named engineers and archivists, assigned based on the customer's application environment, technology stack, ticket history, geographic footprint, language requirements, IT staff capabilities, planned IT roadmap, etc. This team becomes knowledgeable about every ticket logged, every conversation, and the customer's unique technology stack landscape. Much different than Oracle's approach, the first and every issue response from Spinnaker Support is from either the ASL or an assigned member of your support team.

Spinnaker Support places support engineers in strategic locations around the world. Each member of a customer's team is selected based on that customer's unique geographic support needs. This global team works issues through efficient hand-off from one team member to another, leveraging a follow-the-sun, 24 x 7 x 365 resolution process.

### ► Why the Differences Matter:

Simply put, Oracle customers are realizing less and less value from portal-based self-support and forced upgrades/migrations, and many are switching to the more responsive, personalized third-party support model. The benefits of more personalization are immediate, in the form of faster response, quicker issue resolution, and lower cost in two areas: (1) maintenance fees paid to Oracle, (2) staff costs that can be redirected from tactical application issue resolution to higher ROI initiatives.

## Differing Levels of Ownership and Accountability

Oracle's support infrastructure is not designed to drive cross-functional teamwork for issue resolution. Product-based support resources, no doubt very knowledgeable, work in silos – and have become difficult to access. Teaming across products, technology stack components, interfaces, non-Oracle products, etc. to identify and resolve issues is not performed well by Oracle – if at all. There is no consistent point of ownership, even though the support personnel all work for Oracle. Oracle will not support customized code issues – even though the majority of support issues originate in custom code. Support engineers are instructed to stop working service requests until customers prove that the issue is not caused or impacted by customized code. This is certainly not customer-first service.

Spinnaker Support does not care where an issue originates: applications, technology stack, standard code, custom code, interfaces, etc. We share in the ownership of our customers' issues and help resolve many issues that occur outside the base application code, whether in customizations or integration points. We also offer a full technology stack security and vulnerability protection solution to help prevent your environment from breaches – rather than delivering a “patch” that attempts to address a breach once it has already invaded that environment.

The teams we assemble for customers typically combine application, development, technology, security, interoperability, managed services, and cloud experts. Our Service Level Agreements (SLAs) mandate quick response (less than 15 minutes), and our only objective is to ensure that every issue presented to us is successfully resolved in a timely manner.

When Oracle customers make the switch to Spinnaker Support, it is always mind-boggling how many unresolved, open tickets we inherit; issues that had been languishing for months until we resolved them. We believe this is a direct reflection of Oracle's “customer-second” support philosophy.

### ➤ Why the Differences Matter:

Spinnaker Support owns the issue, no matter where it originates. We don't blame customized code or managed services providers, we get to work. Our scope is wide. More issues get resolved faster, without the customer having to waste time escalating issues or managing inefficient finger-pointing.

## Roadblocks Set Up by Oracle to Fend off Third-Party Support

As third-party Oracle support has skyrocketed in popularity, Oracle has become more aggressive to defend their \$17 billion support stream. It is important to identify roadblocks typically set up by Oracle. In this section, we will discuss tips to navigate around their constraints.

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## Complex Software Licensing and Support Policies

To suggest that Oracle licensing and support policies and practices are needlessly complex is a giant understatement. Despite the internet being rife with frustrated Oracle customers regarding this subject, Oracle appears to turn a blind eye. Or, it could be that their system is “working as designed.”

“Working as designed” refers to the way Oracle leverages its license and support policies to “lock in” net new revenue streams (see Oracle Audits section) and support annuity streams. Oracle’s “Common License Set/ Common Support Level” policy is the primary tool in play. It simply means that all common license sets must maintain a common support level. For example, one who owns the full E-Business Suite (EBS) can’t de-support unused HCM applications without agreeing to terminate its license rights to that subset of applications. So, one must generally de-support all licenses within a common license set. Not necessarily restrictive on its own but leveraged with Oracle license sales and renewal practices, this policy restricts choice.

Companies generally purchase new products with comingled license sets (e.g. Database, EBS, Middleware) in the same purchase. The subsequent purchase of incremental comingled licenses on separate ordering documents and subsequent CSIs (Customer Support Identifier) is common. By the way, a CSI number is issued to a customer when they buy twelve months of maintenance and support for a set of products purchased at the same time. This number is required to register for support on the My Oracle Support website. Most companies have comingled license sets, on multiple ordering documents with various CSI numbers and support renewal dates. The noose is tight, as a renewal document is an all or nothing transaction, where no line item removals or updates are offered by Oracle.

The Oracle Support Renewal Team is another control point. They are under no obligation and will rarely work with a customer to detangle comingled licenses or co-terminate disparate renewal dates. They may do it unwillingly, but only if one agrees to commit to a longer support term.

### ► Recommendation

The good news - with knowledge, planning, and smart product acquisition strategies, one can moderate restrictive Oracle license and support practices by:

- Understanding the Oracle Technical Support Policy.
- Using new product purchase commitments to force detangling of license sets and co-term renewal dates – put all common license sets on separate and distinct renewal documents with a common renewal date.
- Opting out of the auto renewal feature in the Renewal Marketplace (Oracle automatically opts one in when using this tool).
- Engaging one of the many expert License Optimization firms to help you organize your Oracle licenses and support agreements for maximum flexibility.

## Sales Tactics Designed to Drive Customers to the Oracle Cloud

Rightfully so, Oracle is very protective of its massive customer base. Current customers contribute about \$17 billion every year in support fees, earning Oracle more than \$15 billion in gross profit margin. Oracle reinvests a significant portion of this profit into research, acquisitions, development, and launch of new technologies and cloud offerings designed to replace the legacy on-premise systems that are generating the profit in the first place.

Oracle does not hide the fact that they are betting heavily on their next generation cloud offerings and are incentivizing existing customers to migrate sooner rather than later. It is difficult to gauge when their array of cloud offerings will be business-ready.

Oracle faces formidable challenges that are impacting cloud sales and adoption:

- Oracle's method of reporting cloud revenue makes it hard to determine how many cloud licenses are actually being implemented. Oracle is selling cloud on two to four-year contracts. Since Oracle's cloud contracts are longer term than other vendors that hover around one year, the market will have to wait two to three years to see how much of this initial cloud revenue renews vs. what was sold as a sales tactic and never implemented.
- Oracle users run customized, very stable on-premise applications that are benefiting the business today – and they want to keep them. Oracle cloud products are not a direct match to functionality that is currently implemented so customers are reluctant to move away from their existing stable, fully functional environments.
- Oracle's cloud offerings to replace the on-premise systems are widely deemed as unready and it appears that they won't be ready for years. In the meantime, Oracle customers are being subjected to forced upgrades, audits, and aggressive sales tactics that have led to increased frustrations with Oracle.
- If cost reduction is the primary goal for introducing a cloud migration, companies need to identify all true cost factors associated with cloud subscriptions. The initial lower price point is often overshadowed by high implementation costs and unforeseen challenges when integrating cloud services with your on-premise applications.



### Go through these questions with your IT staff to build your case for third-party support.

- How many products do you own licenses for and pay support for that were never deployed or are no longer utilized?
- What versions are installed? What product versions are available for archiving?
- Are your Oracle support costs increasing while your support quality decreases?
- Is there a next planned release on your product roadmap? What versions of software are available versus those already deployed?
- What are your support call volumes? Are you logging enough SRs to justify your support spend?
- Are you logging SRs for a specific product only or across all implemented product suites?
- What is your 5-year strategy? To remain on your current Oracle application versions, migrate to an entirely new ERP application, migrate to the cloud, or adopt a hybrid model?
- What is the business justification for future investment in a new release or cloud solution? Are your Oracle products still doing the job your company needs them to do?

Oracle's approach to customer account management has changed and increasingly more customers are expressing concern. In the past, the Oracle sales representative was the customer's first and primary contact to explore and purchase new offerings, escalate support issues, resolve contractual issues, and facilitate important meetings, etc. Now those same customers see their account manager through a different lens – through Oracle's relentless priority to push new offerings and constant pressure to spend money. Oracle is compensating account management personnel differently in an attempt to drive buying behaviors on Oracle's terms.

Despite these challenges, Oracle sales tactics continue to push unwanted upgrades and migration to an unready cloud. Attractive discounts and flexible payment options are key aspects of these sales tactics, regardless of whether or not they lead to unforeseen costs or risks that prevent successful, cost-effective implementation of new product offerings. When these tactics and incentives can't overcome the formidable challenges Oracle faces, they will just try a new tactic, and nominate a customer for a new audit review.

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As a leading continuous availability solution provider, Stratus recognizes the importance of high-quality service, value, and commitment. Choosing Spinnaker Support for our Oracle E-Business Suite products was a result of assessing our current provider against these values. The savings we get from Spinnaker Support allows us to find and fund innovative ways to advance our own service and technology solutions.

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—Bobby Chung, Senior IT Manager, Stratus Technologies

## Audits

### What Triggers Oracle Audits?

Audits happen. In fact, on average, Oracle customers can expect to be audited every 3-5 years, so it's best to always be prepared in the event your organization gets selected at random. However, there are several trigger events that can push you to the head of the line. It is wise to be prepared if:

- Your company has just gone through a merger.
- You failed to renew a Universal Licensing Agreement (ULA).
- You have not purchased new licenses in several years.
- You are not moving to Oracle cloud fast enough.
- You have sent a letter of intent to cancel Oracle support.

### What to Do When You Get an Oracle Audit Letter

Oracle typically sends a notification of License Review, which is a nice way to say, "you are being audited!" If the letter you receive makes specific reference to your agreement and calls out the section that gives them rights to review your usage, then you are being formally audited. The exact scope of the audit will include:

- Product families
- Legal entities
- Geographic region(s)
- Suggested timing for the audit

Upon receipt of such a letter, you should immediately start compiling any licensing agreements that specify the licensed software referenced in Oracle's audit letter. Make sure you identify types and counts of licenses purchased, the prices paid for those licenses, and the annual support fees being paid for those licenses.

### Beware of Blurry Lines and Gray Areas in Your Oracle License and Maintenance Contracts

It is very important to review your Oracle contracts (original, renewed, and amended) to understand specific terms and clauses. Oracle is not the only software or service provider that incorporates language and embeds links that make it easier to fall out of compliance.

An area that Oracle has historically targeted is virtualization, which can blur the lines of being either compliant or non-compliant. When responding to your audit letter, gather and provide any communication that addresses your system architecture evaluation prior to licensing with Oracle. Organizations must understand how their virtual environments are configured and how, or if, they utilize Oracle programs.

Conclusively, organizations need to determine if there are any unlicensed Oracle products or features that were inadvertently activated. Oracle often delivers updates or patches that have new features turned on automatically that you may not have been aware of. The lack of any restrictions on the use of Oracle software can make staying compliant rather tricky for IT departments. When you download and install an Oracle product, there is no requirement for a license key, security code, or those of similar sorts. You just download it and start using it. Beware.

## Third-Parties Can't Provide Security Protection

Security is perceived by customers as one of the top roadblocks to moving away from Oracle support. Oracle would like their customers to believe that they are the only vendor that can keep your ERP software secure. They have published a harsh statement on Rimini Street's solution to third-party support patching: "Virtual patching is generally used as a term for web application firewalls. Firewalls alone are insufficient, as they are neither impenetrable nor do they provide protection from internal breaches. There is no substitute for patches that modify code and protect systems from vulnerabilities." To clarify, Rimini Street resells a McAfee security solution for database-only virtual patching. McAfee agrees that virtual patching is an inferior substitute for patching the source code directly. In their own white paper about virtual patching, McAfee advertises virtual patching as "eliminating the risk exposure until IT can appropriately patch the systems during the next regularly scheduled patch cycle."

### Oracle's Security Offering

Again, don't allow Oracle to paint the picture that every third-party support provider offers an inferior security solution. It is simply not true. According to Oracle's published security policy, they monitor for common vulnerabilities and exposures, fix by creating cumulative patches to be delivered quarterly or one-off fixes for critically deemed updates, and prioritize based on a scoring system and Oracle's ability to address. These security protection measures are completely reactive, contain no specific security intelligence per customer, block threats only with no proactive threat management solution, and provide a one-to-many solution that lacks transparency to what the patch even addresses.

“ Many organizations fail to implement an effective vulnerability management program. Although the application of security patches is a basic vulnerability management function, patching the systems is a complex operational task that may cause business disruption. IT security leaders are perpetually concerned about constraints that render key systems unpatched and vulnerable to threats. ”

—Gartner Research Note entitled 'When You Can't Patch It, Protect It From the Network'

## Spinnaker Support's Security and Vulnerability Solution

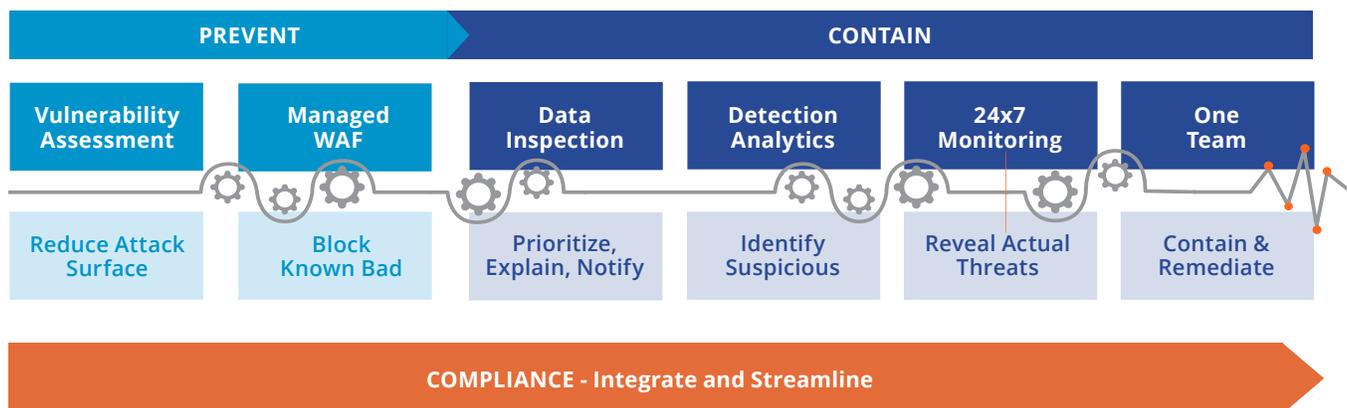
Security is not a patch. It's a process. Security experts agree that the majority of threats today occur in the "suspicious" activity area that neither Oracle nor Rimini Street's security protection addresses.

Full stack security includes enterprise applications, application framework, development platforms, databases, middleware, server operating systems and network components. Spinnaker Support offers tremendous value by addressing security as a unique solution to a specific need rather than as a universal patch or reactionary defense solution.

Today, we easily outpace competitive solutions because we uniquely integrate accessible security experts, proven processes, modern detection tools, and continuous monitoring practices. Spinnaker Support identifies vulnerabilities at the same time as, and often earlier than, Oracle. Our on-demand, customer-specific security configurations allow us to implement solutions much sooner through changes that have little to no impact on the actual code, requiring less testing time and quicker implementations. The suspicious activity requires people to analyze and determine the noise from true vulnerabilities.

A full stack security and vulnerability protection solution requires defense across all layers. The solution must cover the known bad and the suspicious activity, which requires human expertise and analysis. Spinnaker Support is the only Oracle support vendor that provides this comprehensive protection all from one vendor.

### Spinnaker Support's Solution



## The Legality of Third-Party Support is Questionable

It is widely known that Oracle has been embroiled in litigation with Rimini Street, another third-party support provider. Oracle has aggressively promoted that Rimini Street built its business on infringement and misuse of Oracle software and that Rimini's litigation positions were based on a clear misreading of Oracle's software licensing agreements. The first court case is still yet to be finalized, and a second court case is in discovery phase.

To paint the third-party market at large as illegal or not trustworthy is highly misleading. A recent research paper published by Gartner affirms that there is no legal reason why a third-party cannot provide vendor replacement support for Oracle customers. Executives from both Oracle and SAP have publicly acknowledged that third-party support is legally viable, as long as the intellectual property rights of the software publisher are respected and observed.

A court document that resulted from the Oracle versus Rimini Street case reads, "Nothing in Oracle's licenses prohibits Oracle's customers from using other products, or from using third-parties to service Oracle's products. Third-parties remain free to offer their own software and own support services for Oracle's software – as long as they do so in ways that respect the licenses' restrictions, such as by accessing software licensed to their customers on the customer's own system and using that access to support only that customer."

Since inception in 2008, Spinnaker Support has delivered Oracle support the right way. Every support process is ISO 2001:2015 certified and we have achieved ISO/IEC 27001:2013 certification as well, highlighting our strong commitment to quality management principles that result in highly satisfied customers.

## Leaving Oracle Support Can Damage Your Overall Oracle Relationship

It is important for Oracle customers to understand that a move away from Oracle support does not damage or end the overarching relationship with Oracle. It temporarily or permanently ends the relationship with My Oracle Support and upgrade rights. There is a caveat that is critical to share: **Oracle customers are legally entitled to specific information, patches, and upgrades – depending on their unique licensing agreement with Oracle.** A third-party support provider can ensure that patches and upgrades are downloaded and archived for future utilization. Although fewer customers than one might expect ever leverage the archived information, they like having the safety net in the event they choose to use it.

Many Oracle customers that have made the switch to third-party support have returned to Oracle. To date, the average time an Oracle customer stays with Spinnaker Support exceeds four years. They then either migrate completely off of Oracle applications, i.e., JD Edwards to SAP or Siebel CRM to Salesforce.com, or they return to Oracle for new solutions or to relicense their existing products as a net new sale.

When Oracle becomes aware that a current customer is investigating an alternative support model, they often introduce fear, uncertainty, and doubt by telling customers they can't purchase new licenses or must pay back maintenance fees and penalties to re-engage. Simply not true.

## Third-Party Oracle Support Use Cases

As a leading global provider of Oracle third-party support, Spinnaker Support has helped many organizations make the case to replace Oracle-provided support. Throughout this white paper, we have discussed differentiators between Oracle-provided support and third-party support. Now read how three of our customers have leveraged Spinnaker Support's wide range of Oracle support offerings.

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## Regis Corporation Replaced Oracle-Provided Support, Then Returned to Oracle for Cloud Licenses and Support



Regis Corporation is the largest hair salon chain in the world with over 10,000 salons. Previously, during their long stint using Oracle-provided support, Regis endured increases in annual support fees yet service level continued to diminish for their version of the software.

They switched to Spinnaker Support in June of 2013. After significant cost savings over a four-year period with Spinnaker Support, Regis returned to Oracle at the end of 2017 to purchase Oracle cloud HCM licenses - initiating migration away from on-premise software. Oracle welcomed Regis back with open arms, and no support penalties were enforced as a result of having moved to third-party support.

## Sound United Benefits With Third-Party Support for Both Oracle and SAP



D+M, now part of Sound United, is a large multi-national company that develops sound technology and equipment that benefited from moving to third-party support. D+M initially engaged Spinnaker Support for maintenance of their SAP ECC6

environment located in Japan - with plans to migrate all their core international divisions to stabilize on a single SAP system and release level. As they experienced the benefits and cost savings from third-party support compared to that of SAP-provided support, the D+M switched to Spinnaker Support for their Oracle JD Edwards World applications. Until they reach a time when the business is ready to upgrade or migrate from on-premise to the cloud, they continue to save millions of dollars and see a paradigm shift in support quality. .

## Partner Communications Leverages Spinnaker Support for Several Oracle Applications



Partner Communications, Israel's largest telecommunications company, is using Spinnaker Support for the support of their entire Oracle application footprint. Wanting to reduce costs and improve service, Partner replaced Oracle-provided support for their E-Business Suite, Oracle Database, Oracle Middleware, Siebel, and Hyperion applications in 2016. They are a highly satisfied customer today.



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## Conclusion

Is it the right time to sever ties with Oracle Support, even for a few years? Follow the insights and tips provided in this whitepaper to determine if third-party support is right for your organization. Compare the features and benefits of Oracle's support model versus a third-party support model. Focus on the varying approaches, philosophies, and costs. Don't allow Oracle's roadblocks to derail your investigation. Build your case. Third-party support places control of your IT roadmap back in your hands, provides superior support, and affords significant savings in support fees until the business is ready to progress to your next innovation.

## About Spinnaker Support

Spinnaker Support is the leading global provider of third-party support and managed services for enterprises that run Oracle and SAP. Spinnaker Support clients gain more comprehensive and responsive service, save an average of 62% on their support fees, and can remain on their current software releases indefinitely. They trust Spinnaker Support to keep their enterprise applications running at peak performance and to help them navigate from on-premise to hybrid to cloud.

Spinnaker Support operates from nine regional operations centers located in Denver, London, Moscow, Mumbai, Paris, Singapore, Seoul, Tel Aviv, and Tokyo. Our award-winning blend of services span Agile PLM, ATG/Endeca, BusinessObjects, Demantra, Hyperion, JD Edwards, Oracle Database, Oracle E-Business Suite, Oracle Middleware products, PeopleSoft, Retail, SAP, Siebel, and more.

## Disclaimer

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