
Cut the Cord from Oracle-Provided Database and Technology Support





Executive Summary

“Cutting the cord” is increasingly common in our personal lives. Households are turning away from traditional technology services like cable and telephone “land lines” for alternatives like streaming services and mobile phones, respectively. This trend is driven by a desire for savings, a dissatisfaction with quality of service and content, and a recognition of the advantages of emerging options.

In the world of Oracle support, a similar transformation is underway. Long-time Oracle customers are unhappy with annual 2-4% increases on already high support fees and are dissatisfied with the trend towards more hands-off, self-supportive services. Third-party Oracle 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.

Thousands of global and domestic organizations from nearly every industry have switched from Oracle Support to third-party alternatives for their Oracle Technology, Database, and Fusion Middleware. Third-party support providers are restoring higher quality service, reducing the cost of maintenance fees by at least 50%, 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 competitive differentiation.

This paper explores the advantages of cutting the “support cord,” when it is appropriate, and how Oracle will try to dissuade you from doing so (sales tactics, commercial terms, audits, etc.), even when it isn’t in your best interest. Along the way, we’ll define third-party support, offer a direct feature comparison to the software vendor, and provide recommendations for how to navigate the topic with Oracle sales or support representatives. Cutting the cord doesn’t have to be hard. Switching to third-party support is straightforward.

Topics Outlined in This Paper:

- 1 The Popularity of Cord Cutting for Oracle Support
- 2 Comparing Oracle-Provided Support vs. Third-Party Support
- 3 The Hurdles Oracle Deploys to Impede Your Consideration of Support Alternatives
- 4 Third-Party Oracle Support Use Cases

The Popularity of Cord Cutting for Oracle Support

Cord Cutting Began with Consumers Switching Personal Services

The consumer trend of cutting the cord on traditional cable and telephone services started over a decade ago and is gaining momentum. New market alternatives offer greater savings, flexibility, and improved quality over the dominant services of the past few decades. According to a report from Nielsenⁱ, there is evidence that cable TV cord cutting has increased by 48 percent over the past 8 years, totaling 16 million homes. While these consumers recognize the tradeoffs in their decisions – for example, a lower entertainment bill may mean slightly less or different content availability – they appear to judge the exchange worthwhile.

In the business world, moving from traditional technologies and services is becoming just as common. Some organizations are cutting the “on-premise software cord” by migrating their applications to the cloud. Others are cutting the “device cord,” allowing employees to use their own computers, smartphones, or other devices for work purposes (also known as BYOD, or Bring Your Own Device). The BYOD market is on course to hit almost \$367 billion by 2022.ⁱⁱ

A Similar Dynamic is Now Occurring in the World of Enterprise Software Support

In the last decade and a half, third-party software support has rapidly grown into a viable replacement for traditional vendor software support. Third-party support is defined as a replacement of vendor support by a company that is not the original software publisher. In relation to Oracle, third-party support is always at least half the cost, extends the life of your stable, on-premise system, and typically provides more services through a designated team.

Thousands of companies have already switched from Oracle Support to third-party support. Recent Gartner research predicted that “The third-party software support market will grow from \$351 million in 2019 to \$1.05 billion by 2023 — a 200% increase.”ⁱⁱⁱ Other Gartner research on ERP platforms alone notes the rising popularity, stating that “By 2022, at least 70% of current Oracle on-premises ERP application customers will have evaluated whether third-party support is applicable for their current ERP strategies.”^{iv}

As with consumer cord cutting, the growing desire to cut the “support cord” can be chalked up to immediate savings, commercial flexibility, and more responsive and comprehensive service. There are many sources of information for comparing the features and benefits of software vendor support to third-party support. Oracle customers can investigate using websites, blogs, analyst notes, and more.

The focus of this paper is to compare the varying approaches, business objectives, and service goals of Oracle and leading third-party support providers like Spinnaker Support. At the end of the next section, you can refer to a table that directly compares features of the two support models. The paper finishes with a discussion of the primary hurdles you may need to jump once you have begun to seriously consider the alternative of third-party support.

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The third-party software support market will grow from \$351 million in 2019 to \$1.05 billion by 2023 — a 200% increase. ”

—Gartner Research, 2019

Comparing Oracle-Provided Support vs. Third-Party Support

Oracle Support Revenue Is Impressive – and Well-Defended

Oracle is a software and technology company that aspires to become a dominant player in the cloud. Over decades, they have built a base of more than 430,000 customers in 175 countries^v, 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.

Oracle has amassed a large base of customers and rightly wants to protect its support revenues. Oracle's cloud services and license support division is the company's most profitable business segment, bringing in around 26.7 billion U.S. dollars in its 2019 fiscal year.^{vi}

Published reports indicate that Oracle has generated about 90% or more gross profit from maintenance fees^{vii}, 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.

Oracle: The Software-Driven Model

For those reasons, Oracle Support is primarily “software driven,” which means a standardized approach that favors upgrades, offers more automated solutions, and addresses a limited set of issues.

To help facilitate their cloud revenue business objectives, Oracle has modified its approach for delivering on-premise application support. Whereas you once paid maintenance fees to get more personalized support, in-version product enhancements, and the right to new upgrades, you now pay fees for self-support tools, fewer enhancements, and the right to repurchase cloud-based replacement solutions. The lack of interaction with humans is, in part, why Oracle support is so highly profitable.

The centerpiece of Oracle-provided support is the My Oracle Support (MOS) portal. MOS is promoted as a one-stop shop support solution for Oracle support customers. Using MOS, 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.

My Oracle Support is now the primary engine by which customers initiate or attempt to resolve their application issues. 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.

Despite the shortcomings of this software-driven model, many Oracle customers remain on board, either unaware of viable alternatives or viewing downgraded support through a lens of “business as usual with Oracle.” CIOs paying high Oracle support fees should assess how much time their employees are spending in MOS trying to resolve their own issues. They might be surprised at the amount of incremental money they are paying their people to do a job that Oracle should be doing.

Third-Party Vendors: The Support-Driven Model

In contrast, **third-party support is “support driven,” a completely different approach that emphasizes proactive responses, comprehensive break/fix service, customized updates, and sound technology advice at a reasonable price.**

Third-party support focuses on diagnosing and solving issues quickly, no matter what the source or who is required to weigh-in on the solution. This support model is intensely focused on the quality and value of customer service, not on the new, upgraded, or additional software it wants – or needs – you to buy. Third-party support providers deliver far more personalized support and respond to issues in minutes, not hours or days. Backlogs of unresolved issues are rare.

At Spinnaker Support, for example, each customer is assigned a dedicated Account Support Lead (ASL) and a global team of named engineers and archivists that specialize in Oracle Database, Technology and Middleware. Assignments are based on factors that include its application environment, technology stack, ticket history, geographic footprint, language requirements, IT staff capabilities, and planned IT roadmap. This support team becomes knowledgeable about every ticket logged, every conversation had, and the customer’s unique technology stack landscape. Customers describe their relationships with the service team as a “partnership” and “natural extension of our internal IT team.”

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 focused on quality and value of service. Without a software imperative, profits are 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.

Many of Oracle’s Customers Are Looking for Cost-Relief

Oracle’s support does not come cheap, and this is often a primary driver for cutting the support cord.

For non-cloud Oracle solutions, the annual expenses are 18-25% of the total license price, increasing by 2-4% per year. With traditional, on-premise products, the first year’s cost of support is included with the purchase of the software licenses, with continuous renewals for one or more years required afterwards. After 3-5 years, the cumulative cost of support begins to reach or exceed the purchase price of the original licenses.

Annual support fees for on-premise products also include the rights to release upgrades. With the newer cloud replacement products (also known as Software-as-a-Service, or SaaS), support and upgrades are included in the subscription fee. Note that any “upgrade” from an on-premise perpetual license to a SaaS model is not an upgrade as traditionally thought of in the enterprise software market but is a relicensing and reimplementation event.

Most organizations budget hundreds of thousands to millions of dollars for these annual expenses. They justify them as an unavoidable and necessary part of “doing business” with Oracle. Oracle reinforces this perception by asking, “Who could be more capable of supporting your critical enterprise software infrastructure than the publisher of the solution?” For certain, Oracle Support is indeed worthwhile for newly purchased products with a steep learning curve and an abundance of updates.

But for companies with stable environments, knowledgeable end users, and no desire to upgrade, the high cost of Oracle support doesn't correlate with the returned value. **Cutting the Oracle support cord can save more than 50% on maintenance fees**, a tremendous windfall for any IT department.

Third-party support is a fiscally attractive alternative for organizations that are under financial pressure, looking to maintain existing environments during a migration, or simply wanting to sustain their on-premise applications while they plan their way forward. Many customers redirect the significant savings they receive on reduced maintenance fees to accelerate digital innovation and cloud migration.

“ We have seen significant cost savings coupled with the reassurance that the quality of support has also improved. We are immensely delighted with the commercial flexibility of Spinnaker Support and their alignment with our six core values. ”

—Laura Donald, IT Procurement Business Partner, Edinburgh Airport

Oracle Customers Also Want a Higher Quality of Service

But cutting the support cord is about more than just savings. It is also about quality of service and flexibility.

As we described above, many IT teams are frustrated by the limits of Oracle services and resigned to a lower quality experience. Limits include partial coverage for interoperability, shallow security protection delivered in the form of patches, and having to justify support for what they consider to be highest priority (P1) issues. End users often settle for working with unsolved minor bugs that will never be patched, or they develop their own customizations to address issues in the base software.

Many support issues require a combination of functional analysis and development, and 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. With no consistent point of ownership, the support experience runs far longer and is far less coordinated than your team needs for sensitive technical issues.

The third-party support-driven model instead emphasizes quick responses, comprehensive coverage, and shared ownership across all departments. Searching through My Oracle Support is no longer necessary. At Spinnaker Support, for example, Service Level Agreements (SLAs) mandate quick response (less than 15 minutes), and the only objective is to ensure that every ticket is successfully resolved in a timely manner. This includes security and vulnerability management, general inquiry support, and technical advisory services.

The table below offers a direct feature comparison of Oracle Support and of third-party support with Spinnaker Support.

	ORACLE SUPPORT	SPINNAKER SUPPORT
SERVICE MODEL	Self-service-oriented, emphasis on research	Concierge, dedicated support
MY ORACLE SUPPORT	Full access	Not required
PRIMARY SUPPORT CONTACT	Varies	Dedicated lead with assigned team
SUPPORT EXPERTISE	Varies	16-years average experience
RESPONSE TIME	SLA dictates	Average 8-minute response time
ABILITY TO ESCALATE	Not monitored, request made reactively by customer	All issues closely monitored, done proactively without requests
CUSTOM CODE SUPPORT	Not covered	Included, as is anything that touches the Oracle or SAP product
INTEROPERABILITY SUPPORT	Limited, depends on release version	Included
RIGHTS TO UPGRADES	Included	Access to an archive of all upgrade rights, made prior to switchover from Oracle or SAP
TAX & REGULATORY COMPLIANCE	Included, one-size-fits-all	Tailored specific to each customer's needs
SECURITY & VULNERABILITY	Patches only	Full-stack intrusion detection, virtual patching, and compensating controls
TERM OF SUPPORT	No new fixes or interoperability support after end of standard support	Lifetime support - for as long as you need your current version
LIFETIME FULL / COMPREHENSIVE SUPPORT	Available, but very little offered	Standard
ADVISORY SERVICES	Via Advanced Customer Services, at an additional premium, fee	Included
PARTNER & USER COMMUNITY	Access to many online communities and partner network	Access to many online communities and partner network

Summarizing the Differences

Simply put, as Oracle Database and Technology customers are realizing less and less value from portal-based self-support and forced upgrades/migrations, many are switching to the more responsive, personalized third-party support model. This has fueled the rise of interest in third-party support and explains why so many companies are now considering – or have already – made the transition. And switching to third-party support is a straightforward process^{viii}.

The benefits of support-driven service 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. In the next section, we'll discuss the ways in which Oracle will try to dissuade you from switching to third-party support to receive these benefits.

The Hurdles Oracle Deploys to Impede Your Consideration of Support Alternatives

As third-party Oracle support has skyrocketed in popularity, Oracle has become more aggressive in defending its lucrative support stream. Here we briefly describe the six most common hurdles Oracle will use to hinder your decision to leave its support program.



Enforcing Complex Software Licensing and Support Policies

SUMMARY: Oracle uses its complex license and support policies to “lock in” net new revenue streams and support annuity streams. Oracle’s “Common License Set/ Common Support Level” policy, which means that all common license sets must maintain a common support level, and comingled license sets (e.g. Database, EBS, Middleware) in the same contract will complicate discussions. The Oracle Support Renewal Team is under no obligation to – and rarely will – work with a customer to detangle comingled licenses or co-terminate disparate renewal dates.

RECOMMENDATIONS: With knowledge, planning, and smart product acquisition strategies, you can moderate restrictive Oracle license and support practices by:

- Understanding the Oracle Technical Support Policy.
- Using new product purchase commitments to force a detangling of license sets and co-term renewal dates. This is a way to put all common license sets on separate and distinct renewal documents with a common renewal date.
- Opting out of the Auto Renew feature in the Renewal Marketplace (Oracle automatically opts you 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.



Pressuring You to Move to the Oracle Cloud

SUMMARY: 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. Oracle account managers will continue to push upgrades and migration to an unready cloud by offering up attractive discounts and flexible payment options.

RECOMMENDATIONS: Be prepared for sales tactics by going through these questions with your IT staff to build your case for third-party support:

- **PRODUCTS:** How many products for which you own licenses and pay support that were never deployed or are no longer utilized? What versions are installed? What versions of software are available versus those already deployed? Is there a next planned release on your product roadmap?
- **SUPPORT USAGE:** What are your support call volumes? Are you logging enough Technical Service Requests (SRs) to justify your support spend? Are you logging SRs for a specific product only or across all implemented product suites?
- **COSTS:** Are your Oracle support costs increasing while your support quality decreases?

- **ROADMAP:** Are your Oracle products still doing the job your company needs them to do? What is your five-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?



Delivering or Threatening an Audit

SUMMARY: 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. Trigger events can include mergers and acquisitions, failure to renew a Universal Licensing Agreement (ULA), lack of recent purchases, resistance to moving to the Oracle cloud, and a letter of intent to cancel Oracle support.

RECOMMENDATIONS: Contrary to what your account manager might say, switching to third-party support is low on the list of triggers. In the 2019 annual Spinnaker Support survey, 89% of responding customers reported that they were audited less or the same after switching to Spinnaker Support. 2% saw an audit increase, and the remaining 9% told us that it was too soon to tell if auditing levels had changed.

That said, it is very important to review your Oracle contracts (original, renewed, and amended) to understand specific terms and clauses. If you have virtual environments, you must understand how they are configured and how, or if, they utilize Oracle programs. You also need to determine if there are any unlicensed Oracle products or features that were inadvertently activated.



Raising Concerns around Third-Party Security Protection

SUMMARY: Unlike its competitor, SAP, Oracle has chosen to withhold security patches from customers not current on support. Oracle will argue that it is in the best position to find and address existing bugs or vulnerabilities within its own software. Yet the Critical Patch Updates have issues themselves: they are expensive to implement, block only known threats, come well after a vulnerability has been actively exploited or discovered, and may not be successful. For the twelve months of patches between 2Q19 to 1Q20, of the 67 Database patches, 22 (or 33%) *were repeats of previous patches* going back to 2016 that did not originally fix the issue.

RECOMMENDATIONS: True security is not a patch. It's a process. Remain open-minded when looking at third-party support vendor security. There are no standards for security among the third-party support vendors, although all recognize that Oracle's existing patch system is imperfect and outdated. Vulnerabilities and exposures now come from a variety of external and internal sources, and effective security must address the full technical stack. ^{ix}

At Spinnaker Support, specifically, we reject Oracle's one-size-fits-all security patch approach and focus instead on working collaboratively with every customer. Our global team adheres to a Seven-Point Security Solution that comes with support at no extra cost.^x Combining proven processes, security products, and a staff of industry experts, Spinnaker Support continuously investigates issues and hardens and protects your application environment, delivering timely fixes and remediations. In our 2019 annual customer survey, 98% of respondents who cited security as a concern told us that their security level was either improved or unchanged under Spinnaker Support.^{xi}

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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.

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



Questioning the Legality of Third-Party Support

SUMMARY: It is widely known that Oracle actively litigates for competitive advantage and has been embroiled in litigation with another third-party support provider (the details of this litigation are easy to research online). Oracle will gladly point this out if you mention third-party support and insinuate that alternative support may not be legal.

RECOMMENDATIONS: Court documents and a recent research paper published by Gartner^{xii} affirm that there is no legal reason why a third-party cannot provide vendor replacement support for Oracle customers. Executives from Oracle 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.*

When assessing vendors, set aside time to discuss how the firm’s processes and practices conform to Oracle’s intellectual property and copyright requirements. Since inception in 2008, Spinnaker Support has delivered Oracle support the right way. Every support process is ISO 2001:2015 certified, highlighting our strong commitment to transparency and quality management principles.



Claiming that Leaving Will Damage Your Overall Oracle Relationship

SUMMARY: Oracle account management will tell you that a move away from Oracle support will damage or end your overarching relationship with Oracle. They may say you can’t purchase new licenses or must pay reinstatement fees and penalties to re-engage.

RECOMMENDATION: This is simply not true. Many Oracle customers that have made the switch to third-party support have successfully returned to Oracle. To date, we know of no Spinnaker Support customers who ever paid back or reinstatement fees. Everything is negotiable. In fact, when returning to Oracle, you’re treated as a new customer (see below for why) in a better future negotiating position than if you had stayed current on Oracle support. We recommend negotiating with the license sales rep and not the support sales rep to get the best possible deal.

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. Read how three of our customers have used Spinnaker Support's wide range of services for improved Oracle technology, Database, and Middleware support.

Restoring the Cost/Benefit Ratio for Database Support at Edinburgh Airport



The continued increase in annual software maintenance fees paid to Oracle delivered limited value to Edinburgh Airport due to their stable, reliable technology stack (Oracle Database, Integrations, and Advanced Technologies). The airport had recently completed a major upgrade to their IT infrastructure and took a hard look at their Oracle spend, which

was a significant cost item. It quickly became apparent that Oracle would not grant the Airport more flexible contract terms or cost concessions.

Since switching to third-part support in November 2016, Edinburgh Airport has reported savings in support fees greater than 60%. The airport has implemented numerous process changes resulting in significant operational efficiencies and continues to progress through strategic transformation made possible by the significant cost savings in their annual IT budget cycle.

<https://spinnakersupport.com/client-success-stories/oracle-database-success-story-edinburgh-airport/>

Oando PLS Is Countering Market Volatility with Third-Party Support



Oando

Oando PLC is one of Africa's largest integrated energy solution providers. Oando faced significant industry challenges: foreign exchange volatility, lower oil prices, Niger Delta militancy, and the service industry shrinkage. To counter these, Oando looked to their internal IT department to cut expenditures without affecting technology advancements. Since their Oracle support was one of the largest budgeted expenditures, and they had been increasingly dissatisfied with the quality of Oracle support, Oando's CIO began looking for third-party support alternatives.

Oando signed a multi-year agreement with Spinnaker Support in January of 2016 for their E-Business Suite application (12.1.3), Oracle Database (11.2.0.3), and Middleware support. By replacing expensive Oracle Support, the company is now able to apply over \$4 million (over five years) towards strategic cash injection, restructuring of debt, and deleveraging the balance sheet.

<https://spinnakersupport.com/client-success-stories/oando-success-story/>

Partner Communications Relies on 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 with Spinnaker Support in 2016.

Today, Spinnaker Support provides maintenance solutions for their Oracle EBS applications, Siebel, Hyperion, Oracle Database, and Middleware technology that is operational for over 4,000 internal users and more than 2.8 million service subscribers. Partner is now recognizing significant cost savings of greater than 60% annually from their Oracle support and are a highly satisfied customer today.

<https://spinnakersupport.com/client-success-stories/partner-communications-success-story/>

Now Is the Right Time to Cut the Cord on Oracle-Provided Support

Every organization is distinct, with unique resources, technical stack, and support needs. As you consider whether third-party support for Oracle Database, Technology, and Fusion Middleware is right for your organization, we leave you with the following recommendations:

- 1 **Digest and discuss the insights** and tips provided in this paper with your organization's leadership. Focus on the competing approaches, philosophies, and costs.
- 2 **Compare the features and benefits** of Oracle's support model versus a third-party support model. Ask for clarity from third-party vendors for anything that doesn't seem clear.
- 3 **Build your case early** and make sure it addresses the needs and concerns of all internal stakeholders such as IT, procurement, finance, and legal.
- 4 Prior to any discussion with Oracle, **prepare by researching and understanding your Oracle licenses and landscape**. Don't allow Oracle's hurdles to impede the pace or direction of your IT strategy.

Third-party support places control of your IT roadmap back in your hands, provides superior support, and affords significant savings in support fees until you're ready to progress on your IT strategy. **Don't settle for inferior Oracle support when a better alternative is immediately available.**

Your Next Step

Thousands of global and domestic organizations from nearly every industry have switched from Oracle Support to third-party alternatives for Oracle E-Business Suite (EBS). Third-party support providers are restoring higher quality service, reducing the cost of maintenance fees by at least 50%, and providing a safe haven until cloud solutions and digital innovations become right for their business.

Visit www.spinnakersupport.com to view service brochures, overview papers, success stories, and more. Or [contact us](#) directly to begin the cord cutting conversation.

Disclaimer

The information provided in this White Paper is based on market research and on the perspectives and opinions of Spinnaker Support and is presented for information and discussion purposes only. None of the information contained herein should be construed as the provision of legal advice and should not be used as a substitute for obtaining legal advice from an attorney. The information contained herein is subject to change, no part of this draft document is legally binding or enforceable. Please do not copy or disseminate this White Paper without including this disclaimer.

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ABOUT US

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 Oracle Database, Oracle E-Business Suite, Oracle Middleware products, JD Edwards, Agile PLM, ATG/Endeca, BusinessObjects, Hyperion, PeopleSoft, Retail, SAP, Siebel, Sybase, and more.

Learn about our Oracle Database, Technology, and Fusion Middleware Support:
<https://spinnakersupport.com/oracle-support-services/oracle-database-support/>

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