AI | Expert Insights

Former Regional Sales Director Thinks RMNI Needs to Figure out How to Support Industries as Cloud Migration Continues

INTERVIEW DATE	EXPERT PERSPECTIVE	ANALYST PERSPECTIVE
03 Feb 2023	Former	Investor-Led (Sell-Side)

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Expert Bio	Employment History

Expert was previously the Director of Sales Northeast at Rimini Street, responsible for customer acquisition, expansion, and hitting revenue goals, and targeted clients that were using Oracle and/or SAP, and was trying to pitch Rimini as an alternative, third-party support network. Expert reported to the Vice President of Sales and was ~3 levels removed from the CEO. Expert managed ~6 salespeople

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Sales Director | Tamr | 1/2022 to Present (Private)

RVP Enterprise | Nuvolo | 7/2020 to 1/2022 (Private)

Director of Sales Northeast | Rimini Street | 8/2019 to 7/2020 (Public)

Director of Sales | West Corporation | 8/2018 to 7/2019 (Public)

Senior Director of Sales | LogMeIn | 1/2018 to 8/2018 (Private)

Director of Sales | LogMeIn | 5/2015 to 1/2018 (Private)

Sr Manager Inside Sales | LogMeIn | 6/2014 to 4/2015 (Private)

Regional Manager Healthcare & Higher Education at Oracle | Oracle | 8/2012 to 5/2014 (Public)

Principal Account Lead(Sr Rep Sales Acct Mgr) | Oracle | 6/2011 to 7/2012 (Public)

Technology Inside Account Manager | Oracle | 1/2007 to 6/2011 (Public)

Analyst
00:00:00

Perfect. Appreciate you jumping on here. We wanted to talk through the company Rimini Street and the areas around it and companies around it as well. Seems like you have some experience there. Would love to maybe start off with your background and then we can jump into questions if that works.

Expert
00:00:24

Yeah, absolutely. Applicable to this conversation, I did about seven and a half years at Oracle, all things sales, all products, and then did about a year at Rimini Street. Was running the sales team there, overseeing sales reps, and then working with them to try and displace the Oracle Support Stream from various large accounts across the U.S. and Canada.

Analyst
00:00:56

Got it. As the head of sales there, the company in terms of the positioning of how they would go out there and what they were trying to win just at a high level, just walk us through how they went about winning business in general.

Expert
00:01:28

Yeah. They would look to identify where the existing install bases of either Oracle or SAP customers were. They would have a certain amount of account executives in a given region that would be given X amount of accounts and then their job would be to approach those accounts and to try and educate them on the fact that there's an alternative to vendor support, there's Rimini Street and we're half the cost.

Expert
00:02:01

From there, they'd try and get their foot in the door and then have really conversations with either procurement because procurement is always trying to save money, the business of either the application or the technology being used by an Oracle or SAP, and then really spend time letting them know, "Hey, this is what Rimini Street is all about. This is what we do. Here's what your savings would be. Here's how we can do it" type approach.

Analyst
00:02:32

Was there a lot of competitors doing the same type of outreach to customers? When you were a part of the team there, did you get a sense that there was more than just Rimini out there doing this? Obviously, there [inaudible] up, but there are relatively small from what I understand. I want to get a sense of how competitive that usually was.

Expert
00:03:02

Yeah. Just to level set, from a competition standpoint, the biggest is do nothing which is stay with the existing vendor. That's the top competition. As far as a third-party support move, Spinnaker would definitely be the number one competitor to Rimini Street. Little smaller in size, but certainly, if a customer was talking to Rimini Street, they were absolutely talking to Spinnaker as well. Their Support Revolution was the other one. They started more in the APAC region, but as I was there near the end, they started to make their way towards the U.S. and Canada as another additional option.

Analyst
00:03:49

Obviously, Rimini is public and they're probably worth like $300 million or $400 million in revenue. How would you compare these other guys? Are they doing something similar in terms of business?

Expert 00:04:05	Little less in business, but same operating model. Spinnaker was the same model. I think Spinnaker was actually founded from people that at one point worked at Rimini Street. They knew of the model, they knew of what to do. They would actually even go more aggressive. Rimini Street's whole value prop to customers is, "You're spending $1 million with Oracle. You can now spend $500,000 with Rimini Street. Whatever your Oracle Support bill is, if you share it with us, we're going to cut that in half. We're going to give you better support. We're going to handle that."
Expert 00:04:44	Spinnaker would go with the same thing, but they'd even go more aggressive on the price. They'd probably cut to like 75% if needed to try and do business. Spinnaker definitely had a fair share of business. They specialized in certain Oracle applications like E-Business Suite. They were very good at. They had engineers from that background, but like I said, if a customer was looking at third party, I would say 10/10 times they weren't just talking to Rimini Street. Spinnaker would definitely at least be in a conversation.
Analyst 00:05:18	**Got it. Including Rimini and Spinnaker and others, do any of these guys offer anything more than the support and maintenance? Do they have any value proposition beyond that, that help them win or differentiate themselves?**
Expert 00:05:34	They had some stuff around how they handle security because all customers are going to bet that out. There were some additional add-ons around that. Rimini has tried, I don't know how successfully, to do application management support. Basically, if you take whatever Oracle or SAP products or move to a Spinnaker or Rimini Street, you're doing that basic support and maintenance, which is what's considered level 3 support. It's whatever's going on with the application, troubleshooting, remediating bugs, that type of stuff.
Expert 00:06:15	Rimini tried to sell an additional product on top of that. That would do the level 1, level 2 stuff which would get more deeper into the product. It's handling it from front to back, but that was an additional cost. When I was there, they had one or two logos. There wasn't a ton. I know they've invested a lot to try and get more sales reps selling that, but that type of sell is more consulting than just taking in a support stream, and at the time they were charging quite a bit to do that. It certainly wasn't their bread-and-butter which was more of the main support and maintenance offering.
Analyst 00:07:01	**Got it. What would you say would be adjacencies in terms of products and services that these companies could be offering maybe to strengthen their position and to maybe add a little bit more differentiation? Is there anything that you can think of adding?**
Expert 00:07:24	The model in general, just to level set, there's definitely some risk and it really depends on the organization of what they're trying to do. If you move to a Rimini Street or a Spinnaker and let's just say you're using Oracle database technology and say that Oracle database technology is on version 20, you're entitled then to capture everything up to version 20 and move that support stream over to Rimini Street.
Expert 00:07:58	Let's say a year or two later, Oracle comes out with database version 21 and it's got all these new features and functionality they're touting about. The customer is not entitled to do that. They're only entitled to what is out there today. They're not entitled to anything from a future perspective. There's certainly limitations that'll come up from that end.

Expert 00:08:21	You really have to find customers that are looking to either go off of Oracle or an SAP. Those are great customers because let's say they're migrating to a Workday or something. It's not a flip of the switch where I can just move over to Workday if I'm using Oracle financials. That takes like a two-year process. Those are ideal. They'll come to Rimini Street. They'll sign up for two years because they need to be active with support while they're migrating over. Once that two years is up, they move to their new application and end their contract with Rimini Street, but it might open the door to other applications that exist within the organization.
Expert 00:09:07	Typically, if you get these large customers, they might have up to 15 different contracts going with Oracle, 15 different business units. Once you can get your foot in the door and you show that it works, it's a good offering. Their top value prop outside of saving money which is definitely their number one. Their number two is their support. Most customers, if they've ever worked directly with Oracle or SAP and they have a genuine issue, you're not going to be able to get someone on the phone any time soon. You're going to log a ticket, you're not going to get back to them.
Expert 00:09:42	Also, if you've done some customization to whatever the technology is or application. Oracle SAP actually says that "You shouldn't do that customization even though all customers need to do it." They don't necessarily view a true fix of that problem. They just say, "You shouldn't have customized here, here, and here." What Rimini Street and Spinnaker tells is, "You can customize all you want and we're going to support you and we're going to get back to you within 15 minutes. You got a priority one. We're going to get back in 10 minutes." That's their biggest two selling points. One is the customer satisfaction and then the other is the money.
Analyst 00:10:21	**Yeah. Obviously, Rimini and Spinnaker do a lot and Oracle and SAP. You said Support Revolution was the other one. I'm guessing they're doing a lot in Oracle and SAP, but that one I think was in APAC. One that had come up was Origina.**
Expert 00:10:44	Yeah, Origina. They're the one for IBM. They're basically the Rimini Street or the Spinnaker specifically targeting IBM. Rimini Street will try and get to IBM but they just don't specialize it. A lot of Rimini Street and Spinnaker, you're looking for either ex-employees of Oracle, ex-people that are technical specialists that can handle the support. Origina focused on IBM so they're the biggest player when it comes to displacing the IBM vendor support stream.
Analyst 00:11:21	**That's super helpful. You're talking about other support streams, ServiceNow, Workday, throw out others like Atlassian. Are there others that do this for other vendors as well or is Oracle and SAP and IBM the biggest names? I think Salesforce is another one that these guys cover. Are there others that do more?**
Expert 00:11:47	No, those are definitely the big three vendors. Microsoft SQL, it's so cheap as it is. It's not like that's ever going to make a dent to making a switch or anything like that. Those are definitely the big three in the mix.
Analyst 00:12:08	**There's nobody that does this for a ServiceNow or a Workday today?**
Expert 00:12:17	They do it more from the application management perspective. They don't actually move the entire support stream over but you might pay. There's probably a handful of vendors, trying to think of

some names that come to mind, that'll do more just managing the entire application for you at an additional cost, but you're not talking about moving off of Salesforce and giving that to them. You're more talking about adding an additional expense, helping you make customizations, helping those customizations then work within your environment, that type of work.

Analyst
00:12:53

Any application management businesses? Can you give us an example of a few if you have any that come to mind?

Expert
00:13:02

Yeah. Rimini definitely tries application management on the smaller side. I'm trying to think of a few names because we didn't run into them too much because like I said, we were not pushing application management too much. The names right now are escaping me, unfortunately.

Analyst
00:13:26

Just to give you a backdrop. What we're trying to understand really here is, for any of these names that you mentioned, is there an ecosystem to go and build a one-stop shop for all these types of vendors? Obviously, Oracle and SAP are covered well by Rimini and Spinnaker, are there others that are doing it? What are the adjacencies that they're doing? One obviously is grow within the Oracle and SAP universe internationally, which you mentioned. Support Revolution, that's a good one. Are there any others in the international world that you would say make sense there?

Expert
00:14:11

No, those are the big three. I think WePro maybe is application management if I'm recalling correctly. I understand the question of where you're going. No one does it. I think Rimini attempts to do it. It's just a completely different level of complexity for the application management. It's more of a consultative. It's just more of you're hiring someone to do consulting and walk you through that process.

Expert
00:14:45

They certainly have probably their install base of who they've taken from Oracle who are good targets to attack. I don't think it's ever going to be a big chunk of their business. Could a company do it, a new company? I think you'd struggle. You've already got big names. Rimini is a big name. Spinnaker is out there. You're still fighting off the vendors. At the end of the day, these guys, they want some accounts so they won't let go of and they'll drop their price. They'll figure out a deal. "You're out of compliance. You got to stay with us. You got to buy this, that, and other things."

Expert
00:15:21

It's a very difficult sell. It's very hard to get another company in there to be able to offer a one-stop shop and be effective. It's not easy to get them even off of vendor support. There's a ton of layers that go in and like I said, sometimes SAP will send letters to the board of a large account saying, "You're doing this. It's so risky." Obviously, Rimini Street's been sued multiple times from Oracle. That hangs over regardless of what the outcome is. You find a risk-averse company there, you got an uphill battle, to begin with.

Analyst
00:16:05

What about other areas? One would be to grow internationally, one would be to grow into these other vendors. We've heard and I don't know if this is true, but some of the customers of a Spinnaker or Rimini are asking, because they've done a decent job on the support and maintenance side, "Hey, can you do an MSSP where you're taking over the entire security stack?" When you were at Rimini, do these customers ask for that type of product from Rimini?

I don't say they ask for it. Certainly, Rimini would push that application management piece that I

Expert 00:16:41	talked about to try and get that full thing. At least when I was there at the time, they were priced much higher than the MSPs that existed today that have more of a reputation in doing that. I think the big thing with Rimini and Spinnaker, their bread-and-butter is on-prem applications. The application can't be in the cloud. I know the day just keeps pushing back when SAP says that you have to move. I think it was 2028.
Expert 00:17:27	I think they've drawn a line in the sand of when people can move out, have to go to the cloud. We're going to stop innovating. I think the big thing when you look at a Rimini Street or Spinnaker is they've got to figure out how they can do more to support people when they do go to cloud. I know when I was there Rimini Street started to dabble around to figure out can they legally do it, can they make it work. Eventually, I'm not saying anytime soon, but maybe 10, 12, 15 years, that on-prem stuff is probably going to at least dry itself up to some degree where there's not a lot of growth there for sure.
Analyst 00:18:09	**Two questions follow up to that. One on the on-cloud piece, where do you think these types of companies can play? Is there anything that they can go acquire to give them a head start with that or is that something that they need to build internally? Obviously, with the on-cloud piece of it, the support and maintenance is built-in in a way into the price and maybe the structure is different. I don't know how the contracts are always signed up, but with the on-prem solutions, it's a separate revenue stream for Oracle and SAP and they try to build it into the SAS and the cloud offerings. How would that work? Have you seen anything interesting out there that could work?**
Expert 00:19:00	Yeah. I think they have to build it. One of the big reasons of the lawsuit, it's not that third-party support was illegal. It was how they were using the IP. Rimini Street now and everyone else now, they don't touch anything that's in any type of environment of the customer. The customers got to clone everything, put it in a separate environment, and then Rimini will manage it, fix it, and things like that.
Expert 00:19:33	Moving it to cloud adds another level of sophistication of how you would do that. I know near the tail end when I was there, they were trying to do stuff around the Oracle Cloud. They didn't have any customers on it and there were certainly a ton of limitations of what they could do. I think there's got to be a lot of just build around how you can really adequately support that stuff.
Expert 00:20:04	If it's a critical application for a customer, they're immediately going to hesitate to just move their support stream because they're going to be scared the vendor is going to say, "Why would you do that? We're the best ones in management innovation. This is critical to your business." If you come across an application where it's not as critical, but they're invested in it, they don't need to upgrade and they don't just do that, that's when those Spinnakers or Riminis really stand out. If you're moving something to the cloud, I think they still have a runway to figure it out, but to my knowledge, they have not figured out how they can play effectively in a growth area from those yet.
Analyst 00:20:48	**Yeah. You mentioned obviously Rimini doing things on the on-prem. Any adjacencies in businesses that are doing something similar where they're focused in on the on-prem solution providing any type of services to that, that they could be potentially acquiring or building upon their products? Where I'm struggling here is to understand how these businesses, not only Rimini but even Spinnaker can grow beyond the organic piece but more with M&A.**

Expert 00:21:29	Yeah. I would say anytime there is an economic downturn and obviously COVID and the way the market is today, these businesses thrive because everyone's trying to save money. How can they continue to grow? M&A is a tricky thing on them because like I said, you can't buy something that's going to all of a sudden support you in the cloud, which I think is eventually where they're going to need to figure out to continue to grow.
Expert 00:21:59	They can continue to grow now because the economy's down and also even if you just look at the Northeast or a certain segment, some of these companies are spending millions and millions upon dollars with an Oracle or an SAP, so there's still a ton of targets that exist out there. A lot of them, they'll look at it for a few years then three, four years later they'll do it. First, they've got to become comfortable with understanding, yes, it's mainstream and yes, it's legitimate and other people are doing it.
Expert 00:22:35	Sometimes it takes a while to do the sales. I think there's this runway until people figure out cloud, still a lot of places. They're putting some stuff in cloud. Some certain businesses they don't want to put anything in the cloud but they want it in their environment and everything else. To me, that's their only place for larger growth down the line. They've got to figure something out in cloud. I don't think you can acquire a company to do that at least in my opinion.
Analyst 00:23:05	**All right. I've got a few more, but I want to open it up to other folks on our side as well. Any other questions that are coming up from our team?**
Analyst 00:23:16	**Maybe just one from me on the contracts themselves with customers. Our understanding is typically they're like 10 years on average. Is that roughly correct? What's your understanding on that side?**
Expert 00:23:33	You mean the ones that are taking over from an Oracle or SAP that they've had it for a while?
Analyst 00:23:39	**Exactly.**
Expert 00:23:41	Yeah. Typically, that's the case because like I said, the sacrifice you'll need to make is you don't get future upgrades or releases. If you're a newer Oracle or SAP customer, you probably want the latest and greatest. You probably want to be taking on their newer technologies. Most of them have used it for a while. The database example. Database version 20 is out there, maybe they're only running database 16 because they don't need to upgrade. The migrations take time and money and their businesses run fine as is. Majority are tenured customers that have had a lot of these products for a while.
Analyst 00:24:31	**When we look at their retention numbers right now, they're like mid-90s percent, but factoring in the longer contract cycles. How should we interpret that when it comes to renewals or one could interpret that as the renewal rate isn't that high? Any context you can give on that would be helpful.**
Expert	Yeah. I touched upon a little earlier. There's definitely instances where they call it gap support, where a lot of these people are going to come to Rimini Street because I'm going to move off of

00:24:55	Oracle and I'm going to go to Workday, but it's a two-year cycle. They'll just sign a two-year contract with Rimini Street, but once that two years is up and they're on Workday, they don't need the Oracle Stream anymore.
Expert 00:25:18	I think within their retention numbers, you get a lot of those types of customers that are only coming for a designated certain amount of time because they're moving off of that technology, but to move off it just takes time to do that. Those were always put a dent in because they're not going to be renewal targets because that's just not what their plan is. What those will do is at least open the door in the account of seeing what else you can take over, but it's not a guarantee that all of a sudden, there's going to be another product line to do it.
Expert 00:25:51	I think that's why when you look at it from a retention standpoint, you get a lot of deals like that. Those are easy deals to win because they don't want to pay premium. They're moving off the technology anyway, but it's not going to be a long-term 10-year Rimini Street customer at least on that product line if that makes sense.
Analyst 00:26:11	**How many do you think they have of those? In general, this industry, are we talking on any given year like 20% of their business is related to that or how should we think about?**
Expert 00:26:27	Yeah, I would say roughly, you're probably talking like 30%, 35%. You do 100 deals. Maybe 35% of those are these gap support deals, but like I said, that might open the door for more business once it's at work, things like that and so you might be able to replace it that next year with a different line of business from that place. I'd say it's about probably 35%, 30% safely that those are those types of deals. Two or three years shorter in term but no plans to truly stay.
Analyst 00:27:04	**Yeah. Okay. That's helpful. Sorry, go ahead. Anybody else?**
Analyst 00:27:14	**In terms of when you were working with customers when you were at Rimini, were there certain areas that you were regularly hearing from customers as far as other areas like capability expansion? I know we talked about a lot of other competitors and the limited offerings beyond Oracle and everything, but just any customer feedback as far as expansion of what more you guys could be selling into them?**
Expert 00:27:48	The only expansion piece would be a reference into another line of business because these are large organizations. If you're working with somebody that's you're dealing with one application that you're spending $1 million on, there's probably like five others so it's more of a reference into the account. Ideally, procurements are always involved and they're always trying to save money so they'll help you navigate that path.
Expert 00:28:15	As far as additional sales, I think I mentioned earlier they'll try the application management. It's in my opinion, overly successful, but there's nothing really beyond just taking that basic support stream outside of expanding the footprint. You take a large fortune, whatever account, there could be 15 place for Rimini Street within that. There's 15 different contracts, there's a ton of money there. You do well with one. You certainly have the ability to then make a case to take another piece of it.

Analyst 00:28:49	**Apologies for being naive here. When you say there could be like 15 different contracts, do you mean different pieces within say Oracle or what is that?**
Expert 00:29:01	Yeah, it could be a split between Oracle or SAP over 15 different Oracle contracts of 15 different technologies. One on the database side, one on the application side.
Analyst 00:29:14	**Exactly. That's what I figured. I think that's a good point. When you look at the numbers for these types of companies, the number of customers that they're adding are logos not necessarily in the accounts and so the net retention is probably a lot higher than we see because it's really based off of logo versus actual account and contract. That's interesting point you're making. We need to dig into that a little bit. Taking a step back in terms of the core business and obviously, the services that are being offered here and going back to something you said early on about IBM and some other competitors.**
Analyst 00:30:11	**How much of this business is dependent on the actual talent that they have and what they can support? Is it that they can go acquire talent to go into other areas and additional products and additional vendors or is it truly dependent on more of the service that's offered as a Google account? What do you think about the talent piece of this?**
Expert 00:30:46	Yeah. It's certainly critical. To answer your question, there's probably a little bit of both. The only thing it's like Rimini Street, I feel like 900 of their employees are more based in that technical aspect of the purely, "We're going to support you, we have the technical expertise on the product to help you" or areas like that. Spinnaker, they just outsource that piece so they find the talent as they need it. That's why their employee numbers are lower, but it's the same model.

Expert
00:31:22

They've been targeting for years. They just go after some of it's done eight years at Oracle on a specific product and a product line to help them educate customers of why you can move over, why it's okay to do it. Can they go acquire some new talent to go in a different area? No, I think for the most part, there's nothing from an on-premise technology that they can't support and support fairly well.

Expert
00:31:52

It's more of that just general service combined with the fact that you're going to cut that support stream at least in half and it's maybe even more than that. It's the combination of the two, but they do put a ton of focus, obviously, on the actual support of it and they make sure that multiple people are assigned. They're happy with it. They'll use them as a reference to speak to another customer of how good the support is.

Expert
00:32:22

It's really that with the money. I think is the biggest thing, but the pools are already there for them. There's nothing else they can necessarily go gain by getting someone else that knows a different product. I think from an on-prem standpoint, they're pretty covered. If they figure out the cloud piece and they can legally do it and they can do it well, then they would certainly probably need some additional people that are really experienced in cloud technology.

Analyst
00:32:55

Okay. That's helpful. I'm trying to think of any other questions that I have. In terms of these providers, you just spent time at Rimini. I know you've had a broader enterprise sales background, but in terms of competitors to Rimini. You didn't spend time at Spinnaker or anything like that?

Expert
00:33:28

No, didn't spend time at Spinnaker or Support Revolution, but did obviously Oracle, and to me, them or SAP are the biggest competitor. The customer to move but yeah.

Analyst
00:33:43

No, I was just thinking of it from how Spinnaker does it versus you mentioned just now about the kind of different approaches as far as outsourcing the talent versus keeping it in-house. Sorry, you go.

Expert
00:34:06

Yeah, I was just going to say, very familiar with how Spinnaker approaches it because I was part of a lot of bake off with customers. Since Rimini Street is a bigger organization, they're also very rigid in their processes, especially because the Oracle lawsuits and things like that. It takes time to get NDAs signed. It takes time to present to them. It takes time to get through contracting and reviewing all that stuff.

Expert
00:34:31

Spinnaker comes in and uses, "I'm short, nimble, and I'm easy to do business with." Rimini Street is impossible to do business with," but the actual service they're providing, I would say it's close to identical. Rimini is just the 800-pound gorilla in the space as opposed to Spinnaker, but at the end of the day, some of the products they have the same experts. They'll provide same good service to a customer.

Analyst
00:35:00

Sometimes sounds like at a lower cost.

Expert 00:35:04	Yeah. They'll go much lower.
Analyst 00:35:07	**Yeah. It's actually as you mentioned. Again, I apologize if this was touched on already. As far as the way you think about it from the Rimini offering, obviously, it's a blend of service and there's some support or some tech software side to it. How do you think of it? Really in its true nature, is there a lot more services in this managed support or how do you think about it versus being a traditional software business?**
Expert 00:35:57	Yeah. I think it's much more on the services side. Like I said, customers, they have this technology. They typically have to customize their own environments to make it work for them. Like I said, in Oracle or SAP, a problem comes up, they'll push it off and you can't customize this table or this and that where Rimini or Spinnaker will help them if there is an issue after they've customized. I just think it's very heavy service. At the end of the day, the biggest value prop is the financial savings. It's that with just a really heavy service on what they're doing.
Analyst 00:36:52	**Yeah. If any other names come to mind, we're trying to really get a good sense of the market around this as well. You've given us a couple of interesting names. By the way, you mentioned Microsoft SQL. Have you heard of the company called IDERA?**
Expert 00:37:16	Is that IDERA or ITERA?
Analyst 00:37:17	**I-D-E-R-A, IDERA.**
Expert 00:37:23	I have heard of it. I don't know too much about it. Do they go after the Microsoft piece of it? The only thing on the Microsoft that I mentioned is just that rings true. If people own some aspects of the Microsoft, especially on the database side, it's just so inexpensive. You go after that support stream. Rimini, they'll have conversations with customers on it, but once they find out the spend on it, it's not even worth their time and effort to go after that piece if there's bigger aspects of Microsoft obviously being a huge company. I'm not familiar with what they can do to that degree, but at least from SQL or database and stuff like that, there's nothing to really be had.
Analyst 00:38:10	**Yeah. They do focus on a lot of SQL database. They also do Oracle and DB2, Sybase. I think they're across the board on the database side. They're more related to that. I'm just wondering if a company like that could be interesting to add on top of the offerings that they have. Already has an upsell opportunity for...**
Expert 00:38:45	Rimini can support SQL, can support DB2 and I think HANA as well. I don't think there's a ton to be had there that's really from a market share standpoint to go off of it. The other thing is obviously, there's these Mongo database and things like that which are like 1/10 of the cost and if customers are going to move to that anyway. I don't think there's a big market for database outside of what Rimini and they go after for SAP personally.
Analyst	**The tools that sit on top of all those databases is really [inaudible]. You're already**

00:39:25	**supporting the database. If you had tools that would enhance that database, that would be an upsell as a part of all of Spinnaker or Rimini or anything like that.**
Expert 00:39:46	Okay. Yeah. I don't know what type of enhancements they would offer to it. If it's something that has a lot of value, then sure, that can make some sense. Most of the time, like I said, if they're probably not moving their mission-critical application over and they're just happy with whatever version they're on. That's a possibility. Sure.