Upgrading to R12.2 - Tips, Pointers, & Lessons Learned

A Functional Guide to What You Need to Know

Remember to complete your evaluation for this session within the app!

Session ID:
11110

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April 10, 2019
GH 4TH FL Seguin B

#C19TX

Overview / Agenda

- E-Business Suite Support schedule
- Types of Upgrade
- Repeatable Methodology / Upgrade Process
- Critical documents
- R12.2 Upgrade timing / timeline
- Some important considerations
- R12.2.x and On-Line Patching
- Other Essential 12.2 Topics
- Information sources
- "Upgrading to the cloud"
- Contact information

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R12.2 Upgrade Introduction

- Art Dowd, Consulting Director, O2Works
  - Former VP of IT for Hospitality Company
  - Extensive business background
  - Implemented / Upgraded Oracle eBus Suite
  - 20 years with Oracle Applications
  - Experience with Oracle Consulting and two well regarded Oracle Applications consulting firms
  - Board Member of OAUG Upgrade SIG

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Why Upgrade

- Per Oracle, when there is compelling business reason to do so…
  - New features and functionality to assist business
  - Change in business direction; keep IT aligned
  - Replace customizations and bolt-ons with standard features
- Take advantage of Tech. stack improvements
- Obtain better support when patched current
- Stay "in" support

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Oracle E-Business Suite Support Schedule

NEW: Continuous Innovation on E-Business Suite 12.2

- On October 18, 2019 Oracle announced they were moving to a Continuous Innovation support model for Oracle E-Business Suite 12.2
- What that means… there will be no 12.3 release.
- Future releases will separate technology stack updates from applications code updates
  - **Applications Updates** - Ongoing updates to EBS 12.2 applications code (similar to the current annual updates). Updates will be cumulative and will combine bug fixes and new features into a consolidated, suite-wide patch set that can be applied with online patching. Significant application regression testing will be required.
  - **Tech. stack Updates** – Refresh of the Oracle Fusion Middleware platform technologies. These will allow customers to obtain new versions of the technology stack without upgrading the Oracle EBS applications code. Testing should be similar to quarterly patch testing.
- **Support date:** Oracle will not discontinue offering Oracle Premier Support on the Continuous Innovation releases prior to 2030. Beginning in 2019 Oracle will annually review whether or not to extend the Premier Support offering for an additional year.

Oracle Application Support

Release	GA Date	Premier Support Ends	Extended Support Ends	Sustaining Support Ends
11.5.10	Nov 2004	Nov 2010	Nov 2013	Indefinite
12	Jan 2007	Jan 2012**	Jan 2015	Indefinite
12.1	May 2009	**Dec 2021****	Not Available	Indefinite

Customers must have the indicated baseline patches (or above) for new Severity 1 production bug fixes as per Patch Requirements for Extended Support of Oracle E-Business Suite Release 11.5.10 (see Doc ID 883202.1).

** For more detailed information on EBS 12.0 and 12.1 bug fixing and for Extended Support minimum patch pre-requisites, please refer to the EBS Error Correction Support Policy (Doc ID 1195034.1).
For additional information regarding the above points, please see the EBS Support Policies FAQ (Doc ID 1494891.1).
Customers running Oracle Fusion Middleware 10gR2 and 10gR3 in the Oracle E-Business Suite version 12 internal technology stack will remain supported for the duration of the support period for Oracle E-Business Suite 12.
E-Business Suite Applications Extensions for Oracle Endeca Products and EBS Mobile applications follow the Lifetime Support Policy of the
E-Business Suite Release they utilize.

Product	Latest release	GA Date	Premier Support through at least	Extended Support	Sustaining Support
12.2	12.2.8	Oct 2018	**Dec 2030**	Not Applicable	Indefinite

Oracle E-Business Suite has moved to a Continuous Innovation model for the 12.2 release. This means that E-Business Suite provides support via regular Oracle E-Business Suite Updates that can deliver new application functionality and feature enhancements, underlying technology stack updates, as well as fixes that have undergone thorough testing without a major upgrade.
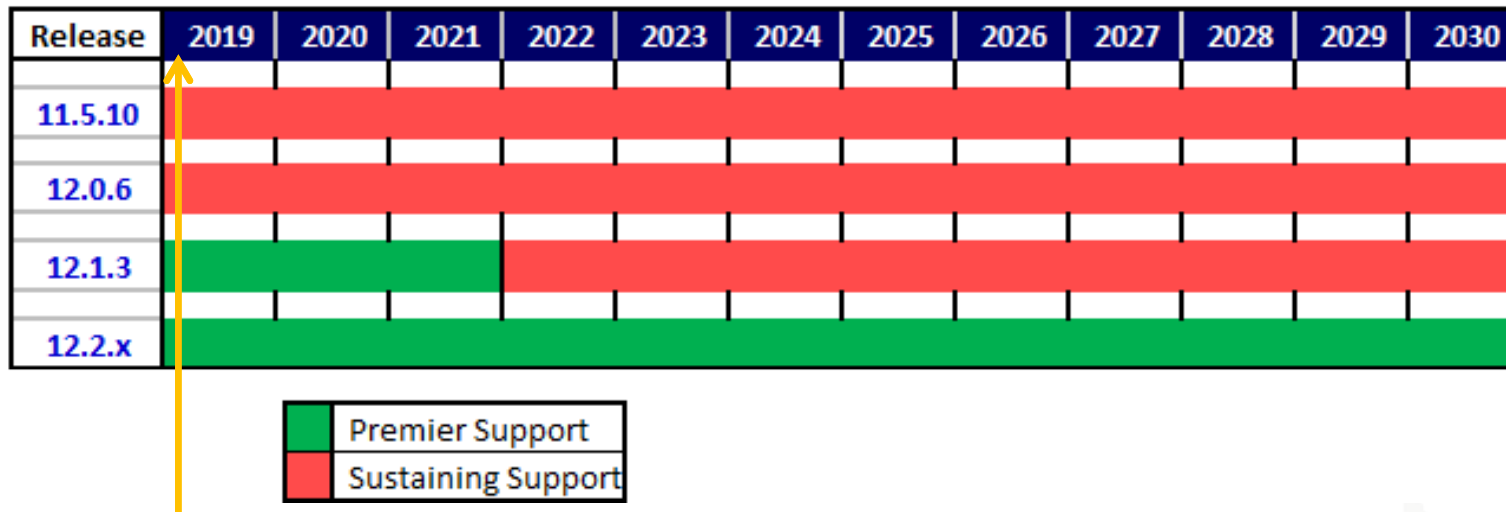
Premier Support for Oracle E-Business Suite Continuous Innovation Releases will be provided through the "Premier Support Through At Least" date above. At Oracle's discretion, the "Premier Support Through At Least" date above may be extended in one-year increments. Oracle currently has no plans to end Premier Support on the Oracle E-Business Suite Continuous Innovation Releases. However, if it is no longer practicable for Oracle to continue to provide Premier Support for these products, then Oracle reserves the right to not to extend the "Premier Support At Least Through" date and the existing date will be set as the End Date for Premier Support.

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Support timeline

Release	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
11.5.10	Sustaining Support											
12.0.6	Sustaining Support											
12.1.3	Premier Support			Sustaining Support								
12.2.x	Premier Support											

🟩 Premier Support
🟥 Sustaining Support

February, 2019

For more information check:
- My Oracle Support Note 1494891.1 - E-Business Suite Releases - Support Policy FAQ
- MOS Note 1195034.1 - EBS 12.0 and 12.1 Extended Support minimum patch pre-reqs

Application Support Document

Oracle Lifetime Support Policy
Oracle Applications

Go to: www.Oracle.com
Query: *"lifetime-support-applications"*
Choose: *"Oracle Lifetime Support Policy for Oracle Applications Guide"*
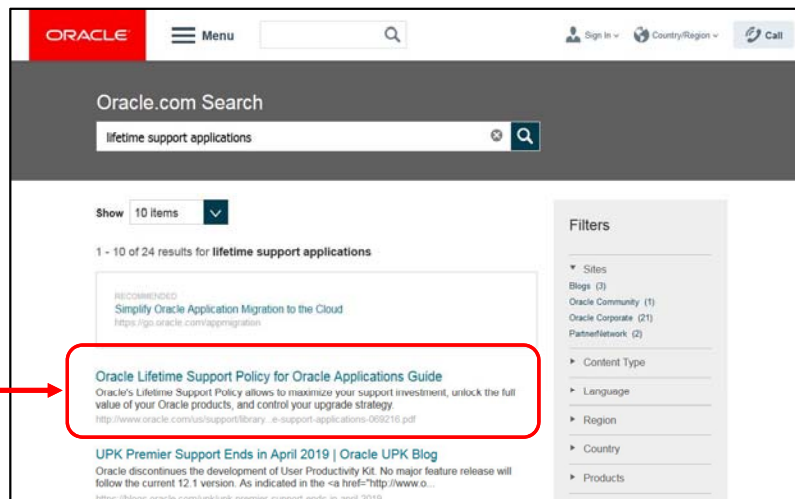
http://www.oracle.com/us/support/library/lifetime-support-applications-069216.pdf

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Types of Upgrades

Upgrade Type

- **Technical upgrade only**
  - Focus on the tech stack / less expensive option
  - Led by DBA / Tech team with little functional support
  - Functional impact = testing and possibly training
  - Common with dot release upgrades (i.e. 11.5.9 to 11.5.10)

Management / Executive Sponsor			
Project Manager			
DBA / Sys. Admin	Technical Lead	Developer / Analyst	Super Users
B/A Fin	B/A SC & Other	Business Process Owners	Trainer
Help Desk / Network Support			
End Users / Testers			

Success = NO CHANGE on go-live Monday

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Upgrade Type

- **Full Business-Aligned Upgrade**
  - Aligned with Business objectives / ROI expectation
  - Inclusive, wide-ranging project across IT and Business
  - Requires more Executive Sponsorship
  - Change Management Project; not just technical

Management / Executive Sponsor			
Project Manager			
DBA / Sys. Admin	Technical Lead	Developer / Analyst	Super Users
B/A Fin	B/A SC & Other	Business Process Owners	Trainer
Help Desk / Network Support			
End Users / Testers			

Represents the typical 11.5.10 to R12 upgrade or one that includes significant functional or process changes

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Repeatable Methodology / Upgrade Process

Build a Repeatable Process

- **Secure** - Active Executive sponsorship and support
- **Communicate** – Transparent reporting on Progress
- **Gather** - Proper Materials
- **Recruit** - The Right Team Members
- **Organize** - Create and Update Critical documents
- **Analyze and Plan** – Use Iterative Method (minimum = three rounds)
- **Execute** - A Serious and Dedicated Testing Process
- **Experience** - Have a leader, bring back the vets
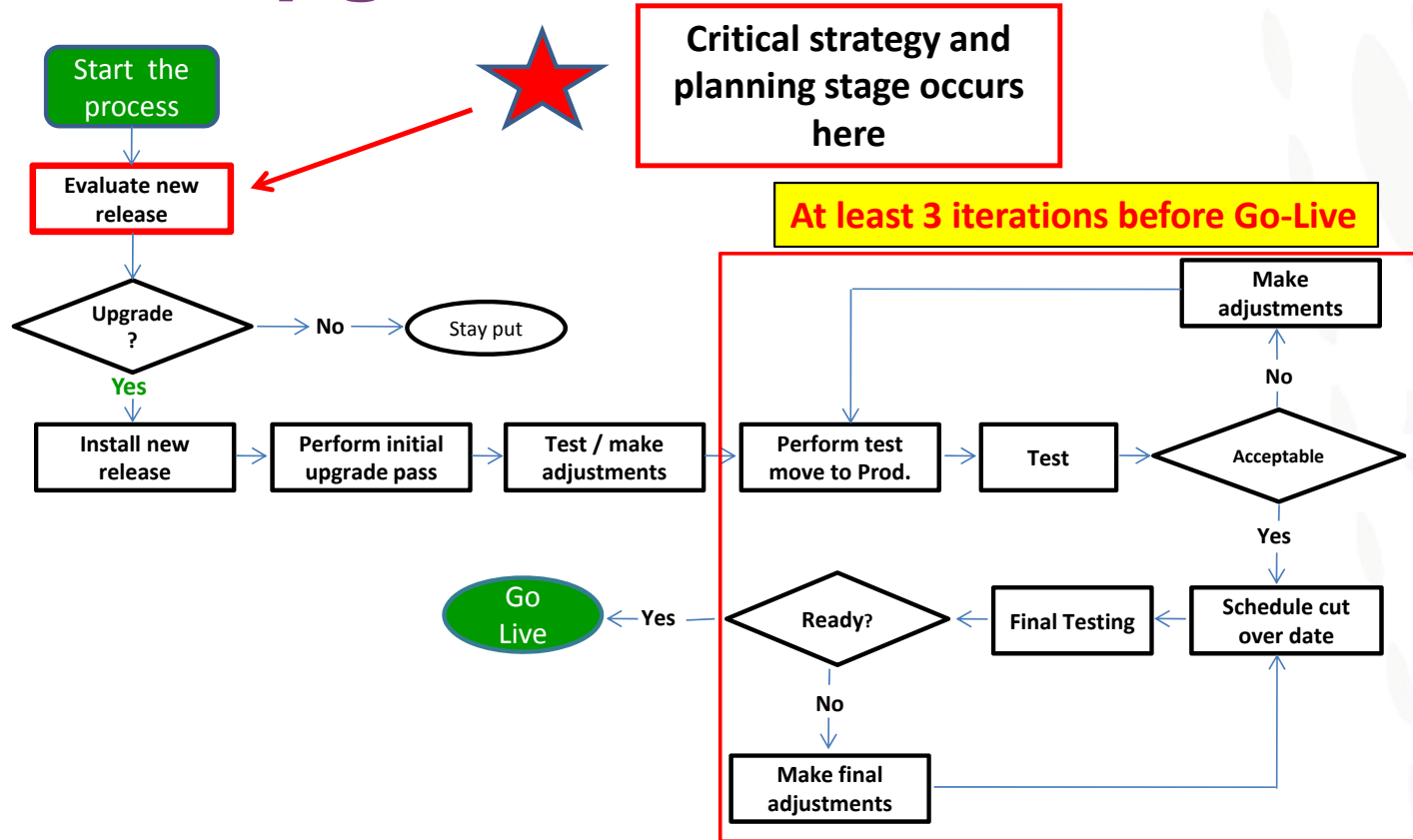
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Upgrade Process Flow

Start the process

Critical strategy and planning stage occurs here

Evaluate new release

At least 3 iterations before Go-Live

Upgrade ? — No → **Stay put**

Yes

Install new release → **Perform initial upgrade pass** → **Test / make adjustments** → **Perform test move to Prod.** → **Test** → **Acceptable**

Make adjustments

No

Yes

Schedule cut over date

Final Testing

Ready? — Yes → **Go Live**

No

Make final adjustments

Critical documents

Organize Critical Documents

DBA Playbook – The DBA activity will drive the R12.1.3 to R12.2.X upgrade. Playbook will cover all of the DBA steps, timings, outcomes, and issues. It should also serve as the base plan to which functional tasks such as testing, code remediation, training, and more testing is added.

Master Impact List – Complete full listing of all potential changes that should require investigation or testing
- Drives new features use and all testing
- Applies to standard Oracle features and Customer- created impacts

Example of Master Impact List

Master Impact Analysis - Upgrade to R12.1.2 for 11.5.9 - SNAPSHOT

Release	New Functionality	Classification	Impact on Business Process	Impact on Customization	Impact on Testing	Impact on Training	Status	Owner (Who?)	Ranking (H,M,L)	Notes
AP										
R11.5.10	Enhanced Matching Controls for Oracle iSupplier Portal	Optional	No	No	No	No				
R11.5.10	Supplier Bank Account Update Enhancements	Mandatory	Yes	No	Yes	Yes				
R11.5.10 CU1	1099 Formatting with XML Publisher	Dependent	Yes	No	Yes	Yes				
R12.0	Legal Entity	Mandatory	Yes	No	Yes	Yes				
R12.0	Multi-Org Access Control	Mandatory	Yes	No	Yes	Yes				
R12.0 RUP3	US Form 1099 Legislative Changes	Dependent	Yes	No	No	No				
R12.0 RUP4	US Form 1099 Legislative Changes	Dependent	Yes	No	No	No				
R12.1.1	Enhanced Withholding Tax Calculation for Brazil	Optional	No	No	No	No				
PO										
R12.0	E-Business Tax	Mandatory	Yes	No	Yes	Yes				
R12.0	Document Publishing Enhancements	Optional	No	No	No	No				
R12.0 RUP2	iSetup APIs	Optional	No	No	No	No				
R12.1.1	PO and Requisition Mass Update (12.1.1)	Optional	Yes	No	Yes	Yes				
R12.1.2	Procurement Web Services – Purchasing (12.1.2)	Optional	No	No	No	No				
R12.1.3	Landed Cost Management (LCM) Integration (12.1.3)	Optional	No	No	No	No				
GL										
R12.0	Streamline Consolidation Mappings	Mandatory	No	No	No	No				
R12.0	Replacement for Disabled Accounts	Optional	Yes	No	Yes	Yes				
R12.1.1	Enhanced Financial Statement Generator Reporting to Display Content Set Values	Mandatory	Yes	No	Yes	Yes				
R12.1.2	Streamlined Excel-based Financial Statement Publishing	Mandatory	Yes	No	Yes	Yes				
R12.1.3	Limit Accounts in Budget Wizard	Optional	Yes	No	Yes	Yes				
AR										
R12.0	E-Business Tax	Mandatory	Yes	No	No	No				
R12.0	Legal Entities	Mandatory	Yes	No	No	No				
R12.0	Subledger Accounting	Mandatory	Yes	No	No	No				
R12.0	Receivables Reconciliation Enhancements	Optional	Yes	No	No	No				
R12.1.1	Cash Application Work Queue	Optional	No	No	No	No				
R12.1.1	Enhanced Performance for High Volume Receivables Processing	Mandatory	Yes	No	No	No				
R12.1.2	Enhanced Aging Report to Support Multi-Fund Accounts Receivable	Optional	No	No	No	No				

Upgrade timing / timeline

R12 Upgrade High Level Time Line

Assessment / Planning phase						
Strategic / Business Process assessment						
Vision Instance Implemented						
New release evaluation						
Catalog / assess / plan CEMLI remediation						
Kick-off / Training						
Project kickoff						
Gather / build documentation & repositories						
Test plan assessment / development						
Training plan development						
Ist Iteration : Set up & CRP 1 tech. testing						
Technical testing						
Address CRP 1 issues						
R12 Train the Trainer - project team						
Test script development / modification						
CEMLI modification / remediation						
2nd Iteration : CRP 2 & unit test						
Unit testing - selected super users						
Address CRP 2 issues						
R12 Train the Trainer - end users						
3rd Iteration : Dress rehearsal & EU test						
Integration Testing						
User Acceptance Testing						
Address CRP 3 issues						
Production upgrade						
Post Installation support						

Upgrade Project Team Size

R11.5.10 to R12.2.X
or FULL UPGRADE

Management / Executive Sponsor			
Project Manager			
Technical Lead	Business Analyst Fin. Apps	Business Analyst SC & Other	Trainer
DBA / Sys. Admin	Developer / Analyst	Business Process Owners	Super Users
Help Desk / Network Support			
End Users / Testers			

R12.0.6 or R12.1.3 to R12.2.X
TECHNICAL UPGRADE

Management / Executive Sponsor			
Project Manager			
DBA / Sys. Admin	Technical Lead	Developer / Analyst	Super Users
B/A Fin	B/A SC & Other	Business Process Owners	Trainer
Help Desk / Network Support			
End Users / Testers			

The reduction in Project team size significantly decreases overall effort needed for training and indoctrination. There will be less testing required for new functionality but customization and integration testing will be critical. Use of experienced testing resource is important.

Some important considerations

Upgrade Planning

Planning process needs to be comprehensive and inclusive of Business alignment and technical aspects

- Areas to evaluate include:
  - Upgrade extent
  - Business alignment
  - Hardware / platform / network capacity
  - Human resource availability – who and when
  - Training capacity and tools
  - Application support
  - Testing strategy and experience
  - Oracle product strategy
  - Project planning & management capacity

Compelling New Features

- In Cliff Godwin's EBS Roadmap presentation on 4/8/19, he highlighted many new features that have been added to 12.2.X. Among that group are things like:
- New Enterprise Command Centers that are designed for key indicator reporting and dashboards by positions.
  - Initially they covered Assets, Payables, Receivables, Enterprise Asset Management, Inventory Management, and Order Management.
  - Another 19 centers are expected out in the next few months
  - This is the incorporation of the former Endeca applications into EBS for those on release 12.2.4 or higher.
  - *http://www.oracle.com/us/products/applications/ebusiness/ebs-enterprise-command-center-brief-5108750.pdf*
- Continued enhancements in the mobile apps including Android capabilities
- More improvements in the Human Capital Management (HCM) applications

Some new features in 2018

- **<u>Tip:</u>** Look for enhancements in areas where Oracle operates (i.e. Financials, Procurement, HCM, etc.)
- Improvements in Order Management for subscription management
- iSupplier enhancement for 3rd party brokers
- More features and functionality around Warehouse Management, Inventory and Shipping
- Asset Lifecycle & Service improvements to **E**nterprise **A**sset **M**anagement for managing maintenance tasks / scheduling
- Check out " Announcing Oracle E-Business Suite 2018 Innovations" *http://www.oracle.com/us/products/applications/ebs-2018-innovations-5119373.pdf*

Compelling New Features Resource

New Features in 12.2.X:

- Cliff Godwin's presentations found on: *education.oracle.com/subscriptions/ebs* provide an excellent overview of what is new in 12.2. Free access with your Oracle log on.

Compelling New Features Resource

EBS Content available from:
education.oracle.com/subscriptions/ebs

- Multiple Roadmap and features presentations covering long term strategy as well as Release highlights covering what's new in:
  - R12.2.5, R12.2.6, R12.2.7
  - Mobile apps

- Also check…**M**y **O**racle **S**upport
  - Release Content Documents
  - Value Proposition Documents
  - Training videos

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Need some Oracle on-premise sales help?

- Your former Oracle Sales Rep, who used to handle your on premise inquiries is only compensated for Cloud sales, so he will not likely be very interested unless there is a potential Cloud project.

- If you need help with your on premise Oracle EBS applications and want to expand your footprint or add licenses, e-mail inquiries to: **LICENSESALES-NAA_US@ORACLE.COM** or contact:

Matt Lee	**Michael Fabijanic**	**Rory Johnson**	**Sales:**
matt.lee@orcle.com	michael.fabijanic@oracle.com	rory.filson@oracle.com	**Nathalie Beaine**
1-612-587-5103	1-908-547-1836	1-612-587-5183	nathalie.beaine@oracle.com
• HealthCare / Higher Ed	• Top 100	• West License	1-612-587-5423
• Life Sciences	• Financial Services	• Retail / CPG	
• High Tech / Comms / Media	• East License		

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R12.2.X and On-line Patching

Oracle Applications R12.2.X

- Available as of Open World, 2013
- Represents the **HOLY GRAIL of Patching**… minimal downtime (middle tier re-boot only)
- Makes use of Edition-Based Redefinition (EBR) feature of the 11g and 12c Database
- Had initially been delayed for more than 2 years for extensive testing due to potential risk
- Beta testers consisted primarily of Oracle partners and integrators so the initial testing did not necessarily hold up to "full use" environments
- The post upgrade ability to avoid down time outages is critically important to 24 hour shops (i.e. world-wide operations and 3 shift manufacturers) who can't accommodate down-time.

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R12.2 Overview
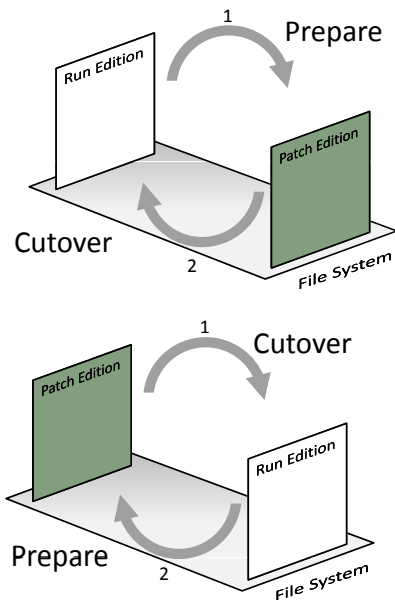
Two complete file systems are always present

- **Run Edition** - Used by the running Application
- **Patch Edition** – Either:
  - Currently being patched

  or
  - Waiting for the next patching cycle
- The two files systems are rotated between Run and Patch during every patch cycle

Source: Kevin Hudson - *Online Patching with Oracle E-Business Suite 12.2*

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R12.2 Online Patching Cycle
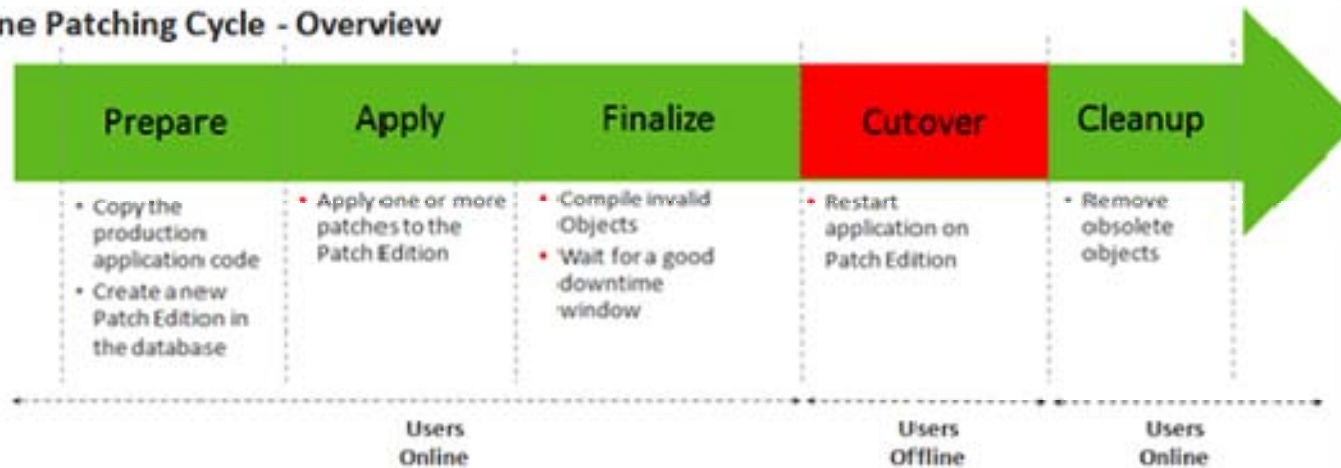
Online Patching Cycle

Online Patching Cycle - Overview

Prepare	Apply	Finalize	Cutover	Cleanup
• Copy the production application code • Create a new Patch Edition in the database	• Apply one or more patches to the Patch Edition	• Compile invalid Objects • Wait for a good downtime window	• Restart application on Patch Edition	• Remove obsolete objects

Users Online	Users Offline	Users Online

Other Essential 12.2 Topics

Top 9 frequently-asked questions about Online Patching

1. **Which Oracle E-Business Suite releases can Online Patching be used with?**
   Online patching is used with Oracle E-Business Suite 12.2 and higher.

2. **What types of patch are applied online?**
   All Oracle E-Business Suite Release 12.2 patches are applied online. This includes one-off patches, patch rollups, consolidated updates and security patches.

3. **What is the Online Patching cycle?**
   The Online Patching cycle is a sequence of inter-related steps (phases) used to apply patches to an Oracle E-Business Suite system. *(see the prior slide illustration)*

   Source: *https://blogs.oracle.com/stevenChan/*

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Top 9 frequently-asked questions about Online Patching

4. *What tool is used to apply online patches?*
The AD Online Patching (adop) command-line utility is used to manage the Online Patching cycle.

5. *Is there any downtime in Online Patching?*
There is a short period of downtime when the application tier services are shut down and restarted. The database remains open all the time.

6. *Do I upgrade to Release 12.2 with Online Patching?*
No. After you upgrade to Oracle E-Business Suite Release 12.2, you will enable Online Patching.

Source: *https://blogs.oracle.com/stevenChan/*

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Top 9 frequently-asked questions about Online Patching

7. *Once I upgrade to Release 12.2, can I still apply patches in the traditional way?*
    No. All patches for Release 12.2 will be online patches. The traditional, pre-12.2 method of applying patches will not work.

8. *Can I still use adpatch in the Release 12.2 Online Patching environment?*
    No. While the Oracle tools may internally invoke the adpatch utility, direct user invocation of adpatch is not allowed.

9. *Are there any plans to make Online Patching available with pre-12.2 releases?*
    No. Online patching can only be used with Release 12.2.

Source: *https://blogs.oracle.com/stevenChan/*

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14 things that stand out w/ R12.2

For DBA'S

1. Familiarity with and tuning of BEA's Weblogic server

2. Use of AD On-Line Patching (**ADOP)** to apply patches

3. The lack of clear error messages in ADOP logs

4. The absolute need to take snapshots of the file system and guaranteed restore points of the database before patching

5. The handling of custom tops via the ADOP synch driver

14 things that stand out w/ R12.2

For DBA'S

6. The strange errors that un-resolvable database links can cause in patching and upgrading

7. Importance of balancing the upgrade patch freeze with application of the latest tech and functional patches.
   a. It is critical to arrive at a stable plan.
   b. Additional database, tech and application patches can drastically change the experience of a mock upgrade.
   c. You want to arrive at a point where you are NOT seeing new errors for more than one iteration. This is especially critical for large, complex clients

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14 things that stand out w/ R12.2

For DBA'S

8. Implementing security via roles for given users

9. Default weblogic memory settings are not adequate. This goes for java memory settings on start up parameters .

10. Handling of 3rd party products

For DBA'S and Developers:

11. The manner in which CEMLI's (customizations) have to applied

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14 things that stand out w/ R12.2

For All:

12. Everything must be tested during mock go-lives, no short cuts for either functional or technical people

13. All hands on deck for go-live. That means Linux admins and network people are present in case they are needed to quickly make corrections to firewalls, Linux configurations--no one gets a pass during go-live

14. Perform load testing via OATS or some other tool. It is unacceptable to experience performance issues after go-live due to lack of load testing

Customization Strategy

http://searchoracle.techtarget.com/tip/Working-with-custom-code-in-E-Business-Suite-upgrades

- Minimize EBS custom code
  - phase out obsolete
  - analyze concurrent requests
- Migrate only what's necessary
  - take a new copy from new release and reintroduce the modifications
  - main interface may not have been greatly modified but
  - test additional lookups or validations or extra data transformations that were added
- Forms involve tricky custom code
  - start with fresh menu from Oracle & make changes

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R12.2– Code readiness

- Database Objects & code must follow new set of standards using the correct DB synonyms
- The Database 11gR2 EBR feature adds a new logical view over the database objects in EBS.
- Access to these database objects must be via the logical layer.
- Online Patching Readiness Report (Doc ID 1531121.1) for Global Standards Compliance Checker (GSCC) will identify non-compliant custom code that will need to be addressed in the upgrade. 4 reports are generated:
  - ADZDDBCC.LST
  - ADZDPMAN.TXT
  - ADZDPSUM.TXT
  - GSCC_OUT.LOG
- Pop them open in notepad, copy/paste to spreadsheet and use DATA / Text to Columns function
- It will give you a feel for whether you have a small, medium, or large issue
  - In some cases there are scripts that will fix the problem upon re-run
  - Other issues may require manual remediation to the code

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R12.2– Hardware Resource Considerations

- Database
  - SYSTEM tablespace requires double current space allocation
    - 25GB increase to 50GB
  - SEED tablespace requires double its current space allocation
    - 5GB increases to 10GB
- File System
  - 2 file systems require double the space of 1 file system
- The new 12c Database encompasses BEA's WebLogic, not the old Apache.
  - This is new and will require learning from unfamiliar DBA's and Sys Admins.
- There is a higher CPU use due to increased utilization of Java in the applications and platform.

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Lesson learned: Dedicated Testing Process - Critical

- Have a library of Test Cases
- Detailed test scripts
- Include and use cases from past implementations or upgrades
- Be prepared to add some test cases for new features or functionality
- Modify test cases to reflect new or changed functionality
- Make sure your test cases have specifics about test data and expected results
- Check them back in to the library for next time
- More testers = more familiarity with application prior to go-live > less productivity loss
- Track every item and assign accountability

What you can expect from 12.2

- No more extended outage windows for patching.

- DBA's will actually spend more time patching.

- One-off patches will be a pain to implement as it will require use of ADOP. (think bicycle / Winnebago)

- There may be degraded performance on the Production instance and while patching is occurring "in the background".

- For functional resources, testing will still be required.

- For developers, it's important to know what the patch cycle is and how long it is supposed to take.

The Patching Cycle - Overview

Prepare	Apply	Finalize	Cutover	Cleanup
• Copy the production application code • Create a new Patch Edition in the database	• Apply one or more patches to the Patch Edition	• Compile invalid Objects • Wait for a good downtime window	• Restart application on Patch Edition	• Remove obsolete objects

More Information Sources

#C19TX

More Information on R12.2

Oracle E-Business Suite Release 12.2 Information Center
(Doc ID 1581299.1)

Topics (partial list)

- My Oracle Support: How to Series
- Technical Planning, Getting Started, and Go-Live Checklist
- Mobile Apps, Release 12.1 and 12.2 Documentation
- Extensions for Oracle Endeca: Install & Configure
- Using the Online Patching Readiness Report
- Consolidated List of Patches and Technology Bug Fixes
- Applying the Latest AD and TXK Release Update Packs
- Online Patching FAQ
- Release Value Propositions
- EBS Data Model Comparison Report
- EBS ATG Seed Data Comparison Report

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Other Valuable R12.2 Resources

- Oracle E-Business Suite Innovations in 2018 (video)
- Oracle E-Business Suite on Oracle.com (many information resources)
- Oracle E-Business Suite Release Content Documents(Doc ID 1302189.1)
- Oracle E-Business Suite Transfer of Information Online Training (Doc ID 807319.1)
- Oracle E-Business Suite Documentation Web Library, Release 12.2 (product doc)
- My Oracle Support
- Appsnet – Good Summary on New Features
- http://www.oracle.com/appsnet/technology/upgrade/docs/features.html
- Reference Manuals
- Blogs: Steven Chan: https://blogs.oracle.com/author/steven-chan > has been renamed https://blogs.oracle.com/ebstech/ and is in the capable hands of Elke Phelps and her team
- User Groups / Conferences

"Upgrading to the Cloud"

"Upgrading to the Cloud"

- "Lift and Shift" is not Oracle SaaS (Fusion applications)
  - It is hosting (Oracle on demand, Amazon, Microsoft Azure, Google, Rackspace, etc.)
- There is no "upgrade"; it is a massive Re-implementation
- Customizations are replaced by "Best Practice" functionality
- No more access to data tables
- Oracle "soar to the cloud" program. Launched in June, 2018
  - Designed to move customers from on-premise to the Oracle SaaS Cloud applications
  - Initially supposed to take 24 weeks (re-engineering not included)
  - Base offer included 30 report and 30 interfaces
  - Update in Larry Ellison OpenWorld keynote : average soar project takes 18 months

About O2Works

O2Works is one of the leading E-Business Suite services providers offering the most experienced teams of functional and technical consultants in the industry. Our hands-on *resources average 20+ years of experience* focused exclusively on implementing, upgrading, integrating, and extending Oracle's E-Business Suite. Stop by and talk to us about our large portfolio of successful projects.

Stop by and visit us at Booth 601 in the Exhibition Hall

R12 Presentations, White Papers, and other
information shared on-line at:
www.o2works.com/knowledgeworks

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