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# SAP Services Inflection: The Next Growth Chapter for SAP Partners

How Cloud Adoption, AI Integration & M&A are Reshaping the SAP Partner Market

February 2026

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# Introduction

This comprehensive research report from TH Global Capital delves into the global ERP market landscape with specific focus on SAP and its implementation partner ecosystem. We analyze market dynamics, technology adoption trends, competitive positioning, and strategic consolidation activity shaping the future of enterprise software services. The report synthesizes Gartner research, market data, and deal intelligence to provide actionable insights for stakeholders evaluating SAP-focused business opportunities.

## What's Covered in this Report?

- **Market Landscape & Opportunity** – Global ERP market size (\$66B in 2024), growth trajectories, cloud adoption acceleration, and administrative ERP (HCM/FMS) dominance
- **SAP S/4HANA Adoption & Migration Pipeline** – Legacy ECC customer migration wave (21,000+ customers), end-of-support deadlines, RISE with SAP deployment trends, and brownfield/hybrid methodology growth
- **Competitive Positioning** – Top 4 implementation partners (Accenture, Deloitte, Capgemini, IBM), regional leaders, and market share evolution
- **Emerging Technology Trends** – Cloud-first strategies, agentic AI integration roadmaps, automation capabilities, and vendor differentiation through embedded AI solutions
- **M&A Activity & Consolidation** – 24+ documented deals in 2025, strategic buyer patterns, PE-backed platforms, capability drivers (AI, brownfield tools, nearshore delivery), and target profile evolution

This report serves as a strategic reference for market participants seeking to understand SAP ecosystem dynamics, competitive consolidation patterns for implementation services firms. Use the market trends, deal insights, and capability premiums to inform M&A strategy, competitive positioning, and investment decisions in the high-growth SAP services market through 2030.

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# About TH Global Capital



**TH Global Capital (formerly known as Technology Holdings)** is an award-winning global investment banking firm specializing in sector focused **investment banking**, **asset management**, and **growth advisory services**. With a **25-year** track record, **TH Global Capital's** offering includes **Sell Side M&A**, its **Buy Side M&A practice 'TH Buy and Build'**, **Growth Capital advisory**, **Debt Financing**, **Financial Sponsor Coverage & Secondaries**, **IPO Advisory**, **Asset Management** and **Growth Advisory services**. TH Global Capital's full service, purpose driven approach reflects its mission - to create wealth for founders, companies and investors. Operating in **13 countries** across the **Americas**, **Europe**, and **Asia-Pacific**, TH Global Capital combines global reach with local presence to deliver exceptional results.

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IT Services Cloud  
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Analytics,  
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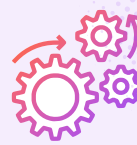
Consultancies



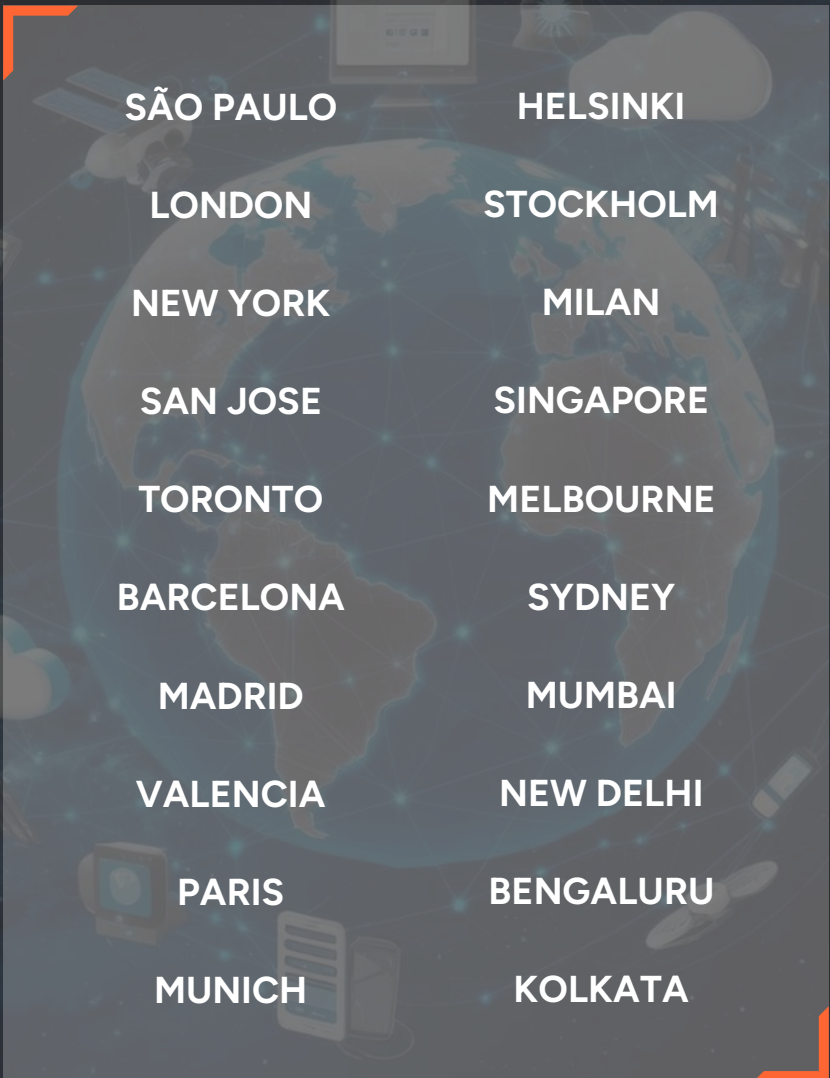
Healthcare &  
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Business Process  
Management



Engineering  
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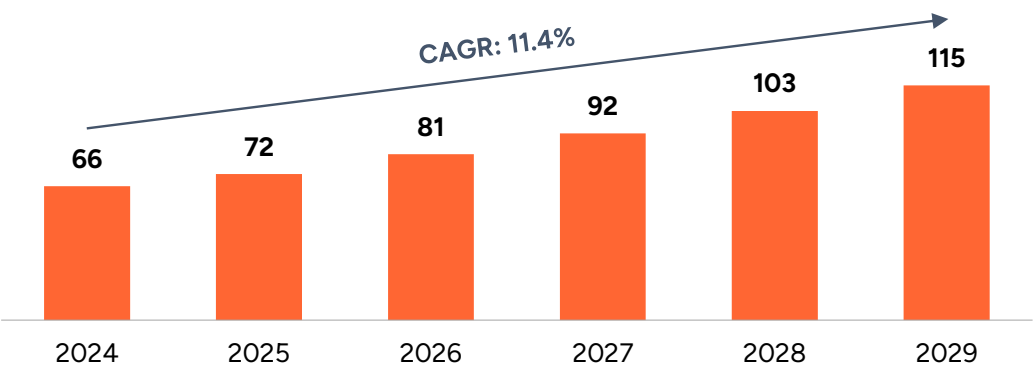


# Key Takeaways: Market Dynamics and M&A Drivers



# Global ERP Market Size & SAP's Leadership Position

GLOBAL ERP MARKET SIZE FORECAST : 2024-2029 (IN US\$ BN)



TOP ERP PROVIDERS BY COMPONENT REVENUE: HCM, FMS & OPERATIONS (2024) (IN US\$ MN)

| Revenue by Offering               | SAP<br>\$9,010 | Workday<br>\$7,624 | Oracle<br>\$5,750 | UKG<br>\$4,240 | Sage<br>\$2,870 |
|-----------------------------------|----------------|--------------------|-------------------|----------------|-----------------|
| Human Capital Management (HCM)    | 4,225          | 5,724              | 2,992             | 4,240          | 433             |
| FMS Components                    | 4,048          | 1,899              | 2,517             |                | 2,177           |
| Enterprise Asset Management (EAM) | 402            |                    | 105               |                |                 |
| Core Manufacturing and Operations | 336            |                    | 135               |                | 259             |

## MARKET CONTEXT & GROWTH DRIVERS

- Cloud Migration is Accelerating:** Organizations are transitioning on-premise ERP systems to cloud-based SaaS models. Administrative solutions like Human Capital Management (HCM) and Financial Management Systems (FMS) are driving 90% of market revenue growth.
- Administrative ERP Solutions Dominate the Market:** HCM leads with 55.3% market share and 13% annual growth, while Financial Management captures 34.5%. Operational ERP represents only 10% of total market opportunity.
- AI is Becoming a Strategic Differentiator:** Generative AI and agentic AI capabilities are generating upgrade conversations among customers. Monetization models are still emerging, with consumption-based licensing showing early promise.
- Headcount Pressures Require New Licensing Models:** End-user staff reductions in 2024 constrained traditional seat-based licensing growth. Consumption-based models are expected to mitigate future headcount sensitivity.
- Implementation Services Are in High Demand:** Legacy system complexity and cloud migration challenges are driving sustained demand for implementation services, growing at .11.4% annually through 2029

Administrative ERP (HCM + FMS) represents 90% of market growth. SAP's dual strength in both segments positions it as the clear market leader with sustained 11% CAGR through 2029

# Key Trends in SAP Implementation Ecosystem



## Migration Wave Drivers

1

SAP ECC support ends 2025-2027, forcing approximately 21,000 customers to migrate to S/4HANA. Most are choosing cloud-based deployments, creating a substantial 2025-2030 implementation services opportunity



## Brownfield/Hybrid Growth

2

56% of deployments now brownfield/hybrid (vs 37% in 2019). Multi-phase brownfield projects generate 2-3 year engagements vs. one-time greenfield implementations



## Agentic/Gen AI Integration

3

By 2027, 62% of ERP spending will be on solutions with embedded AI (vs 14% in 2024). Vendors with native, enterprise-grade AI will compete on this capability, creating a meaningful market differentiator



## Cloud-First Adoption

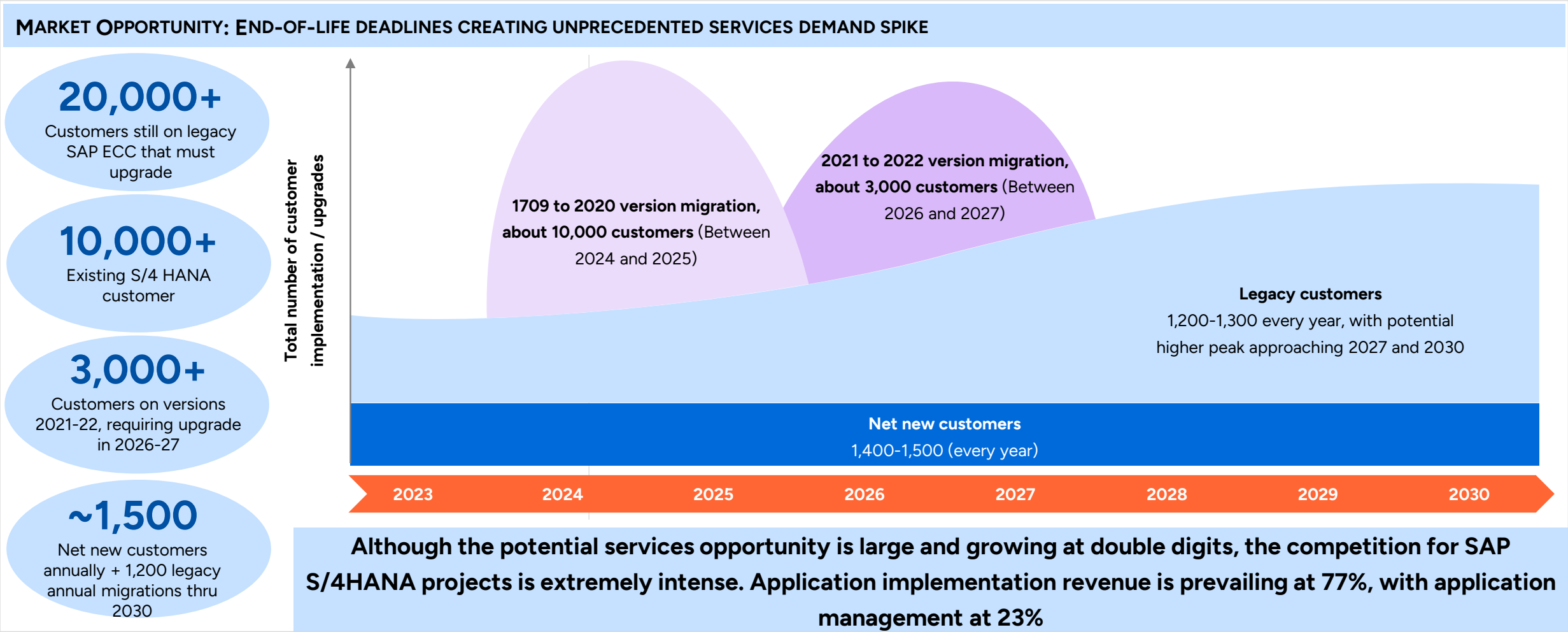
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RISE with SAP drives hyperscaler deployment (76% of in-progress projects). Cloud-first adoption is the preferred deployment model, with leading enterprises choosing public cloud over on-premise for new implementations and migrations

**Brownfield:** Converting an existing SAP ECC/SAP ERP system to S/4 HANA while keeping most configurations and data

**Hybrid:** Combining old and new environment (Some processes remain on-premise while others move to cloud)

# Trend 1: Massive Legacy SAP ECC Migration Wave (2025-2030)



33,000 customers create unprecedented demand, but the 2026-2027 peak and intense competition are compressing implementation margins. Partners who consolidate now can build scale and lock margins before commoditization accelerate

# Trend 2: Brownfield & Hybrid Deployment Evolution

SHIFT IN METHODOLOGY: COST, SPEED, AND RISK MITIGATION DRIVE ADOPTION OF LESS-DISRUPTIVE IMPLEMENTATION APPROACHES

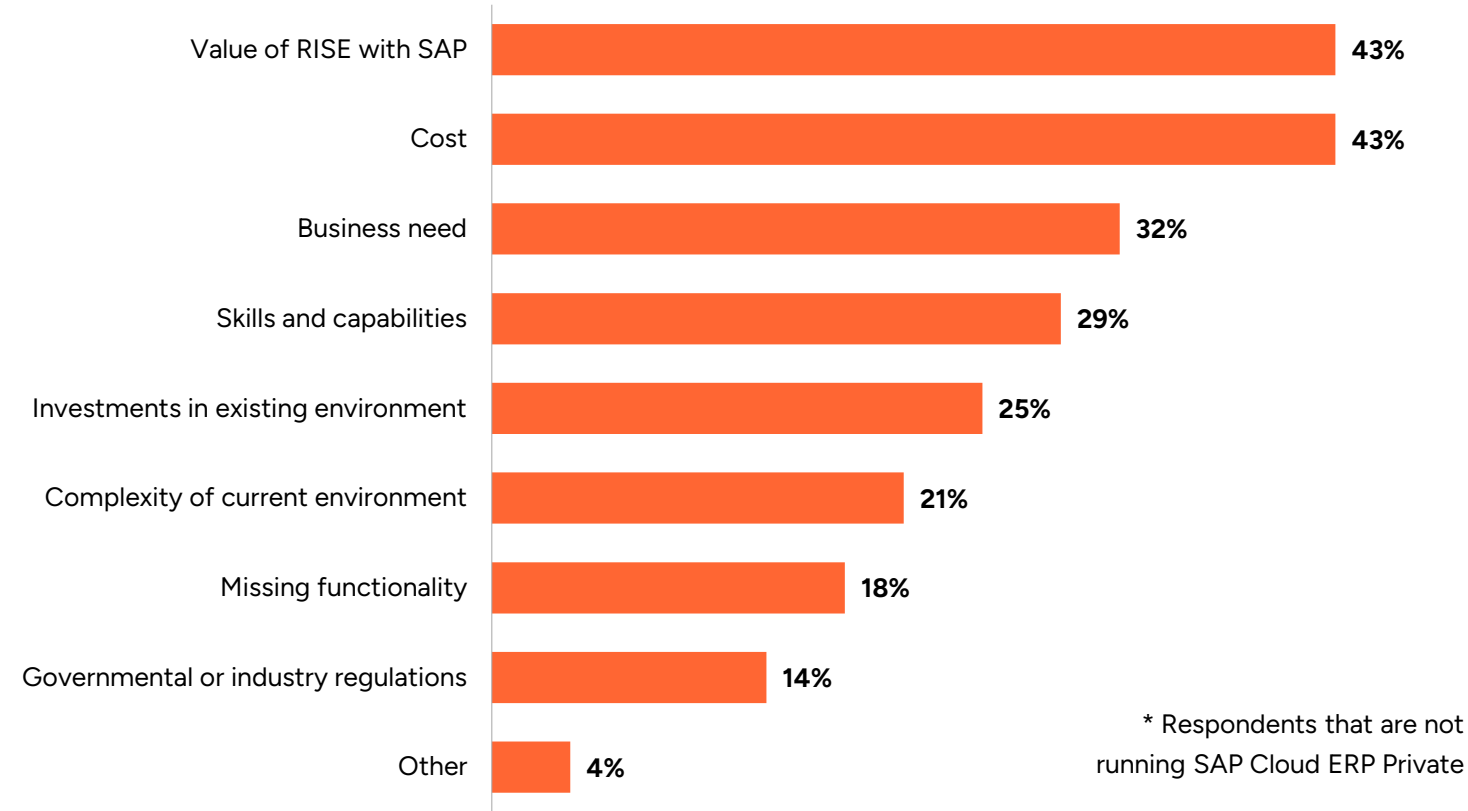
## BROWNFIELD & HYBRID DEPLOYMENTS: LOWER-RISK, HIGHER-VALUE ENGAGEMENTS

65% of deployments now use brownfield or hybrid approaches (vs. 37% in 2019), as enterprises prioritize minimizing operational disruption over clean-slate implementation. For partners:

- **Risk transfer:** Customers accept longer timelines and shared responsibility
- **Higher fees:** Brownfield/hybrid projects command 20-30% cost premiums over greenfield
- **Extended engagement:** Phased approaches extend partner revenue over 2-3 years vs. 12-18 months for greenfield
- **Barrier to entry:** Competitors without brownfield expertise cannot compete effectively

The migration narrative has shifted from 'Complete Transformation' to 'Pragmatic Evolution.'

## REASONS BEHIND THE DECISION TO MOVE TO SAP CLOUD ERP PRIVATE



Budget constraints and timeline pressure are accelerating brownfield adoption, creating a narrow but lucrative window for specialized implementation partners with accelerator tools and phased methodology expertise

# Trend 3: Agentic/Gen AI & Autonomous Process Automation

62% OF ERP BUDGET WILL SHIFT TO AI-EMBEDDED SOLUTIONS (UP FROM 14%), SIGNALING A FUNDAMENTAL REPRIORITIZATION: CUSTOMERS CARE LESS ABOUT IMPLEMENTATION AND MORE ABOUT BUSINESS OUTCOMES

## What This Means for Partners

- Implementation services are becoming commoditized as RISE and cloud-native architectures reduce customization complexity
- AI capabilities are becoming the new battleground: SAP (Joule), Oracle (AI Agent Studio), Microsoft (Copilot), and Infor (Infor.ai) are racing to embed autonomous AI, and the winner will own customer mindshare
- Winners will be outcome-focused partners: Those who can move from "we implement ERP" to "we deliver business automation and ROI optimization" will capture premium pricing and long-term customer relationships

## Immediate Opportunity



Invoice Automation



Intelligent Scheduling



Demand Planning

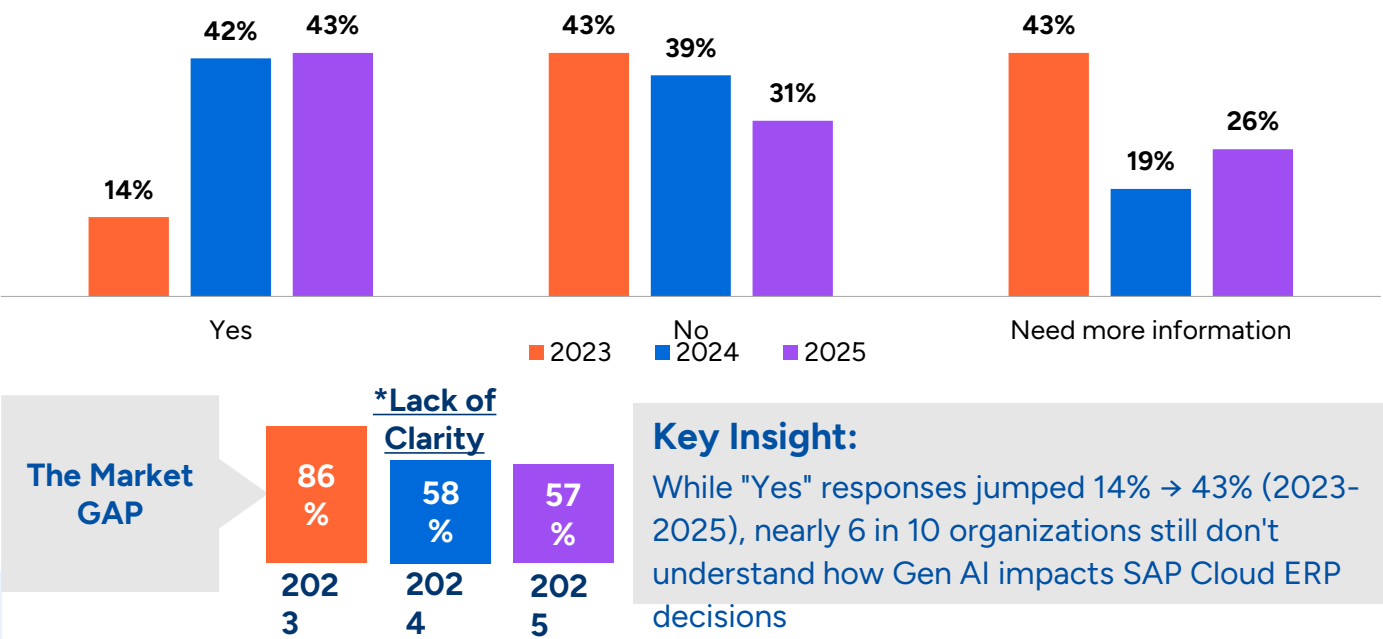


Predictive Maintenance



Perfect entry points for partners to build AI capabilities and case studies

## HAS ACCESS TO GEN AI CAPABILITIES IMPACTED THINKING ON SAP CLOUD ERP PRIVATE ?



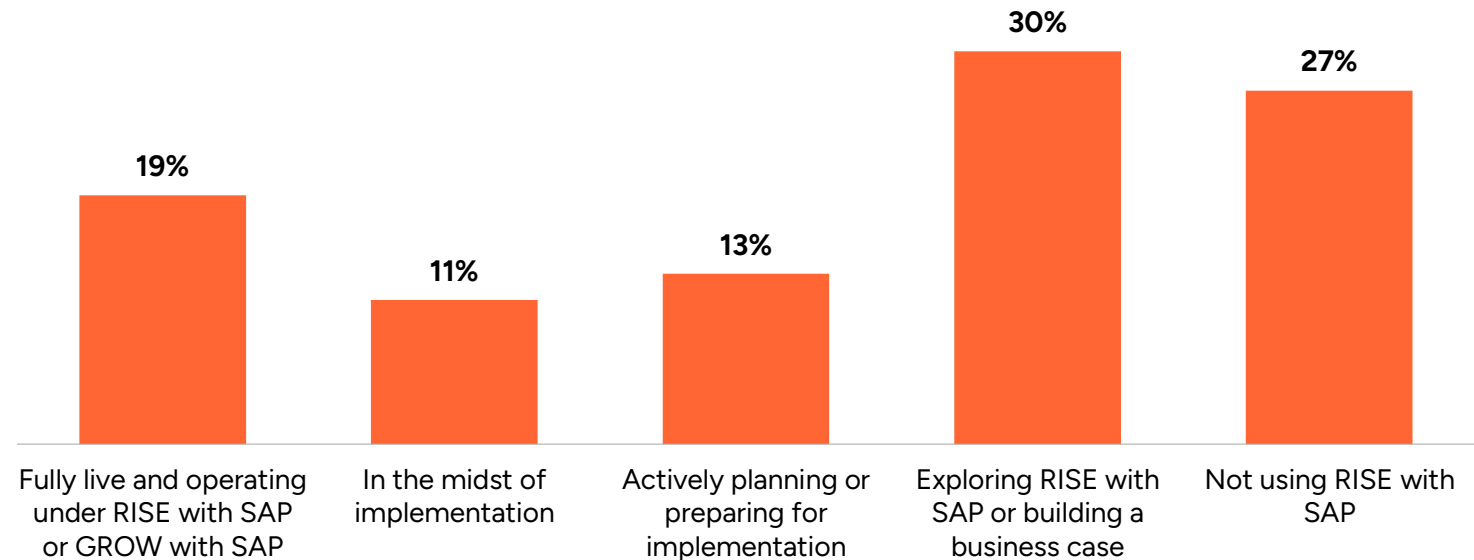
AI is reshaping vendor selection criteria. By 2027, 60% of customers replacing ERP will prioritize platform orchestration and agentic automation capabilities. Implementation partners who master SAP Joule integration and process automation will command premium valuations

# Trend 2: Cloud Migration & RISE with SAP Acceleration

OVERVIEW: RISE WITH SAP HAS BECOME DOMINANT DEPLOYMENT MODEL FOR NEW AND UPGRADED S/4HANA IMPLEMENTATIONS

- **61% of in-progress projects** are RISE with SAP (2024), up from 50% in 2023
- **53% already in production**, accelerated from 37% (2023) - showing rapid go-live success
- **Hyperscaler platforms** (AWS, Azure, Google) host 76% of in-progress RISE projects, reflecting strong ecosystem partnerships and native cloud optimization that reduce deployment complexity and accelerate time-to-value
- **Deployment model shift:** Clients moving away from on-premise and private cloud hosting

CURRENT ADOPTION OF SAP CLOUD ERP PRIVATE



A Narrow Window of Partner Growth (2026-2027)

- 30% are live or actively implementing → capturing competitive advantage
- 27% remain completely unengaged → highest-risk migration cohort
- 43% in planning or early stages



Critical 18-month opportunity window for SAP implementation partners to:

- Establish repeatable, rapid deployment methodologies (RISE enables speed)
- Build partner capacity to handle 2026-2027 wave (now is the time to staff, train, partner)

The narrative around SAP migration has shifted from 'why move?' to 'how fast?' as organizations prepare for the impending 2027 end-of-maintenance deadline.

# S/4 HANA Competitive Landscape: Top Implementation Partners

TOP 4 VENDORS CAPTURED 49% OF TOTAL SAP S/4HANA SERVICES REVENUE IN 2024 (DOWN FROM 55% IN 2020)

accenture

1

47,000+ SAP practitioners.  
Deep partnership with SAP.  
GenWizard AI tools

Deloitte.

2

35,000+ SAP practitioners.  
Vision to Value framework.  
Zora agentic AI suite

Capgemini

IBM

3

Strong regional presence.  
Capgemini: 70% implementation  
IBM: 73% implementation focus

wipro

SYNTAX

pwc

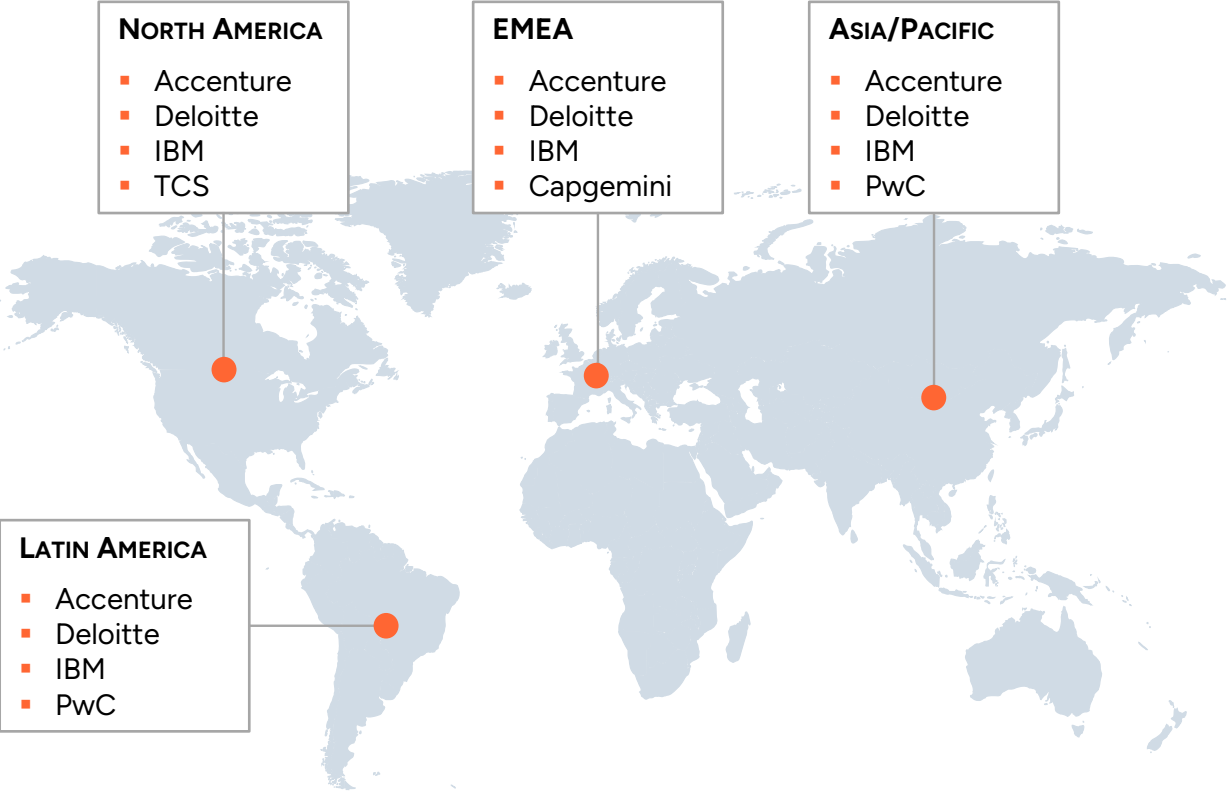
DELAWARE Consulting

4

Wipro, PwC outgrowing top 4 (2021-2024). Regional leaders: Delaware, Syntax gaining share

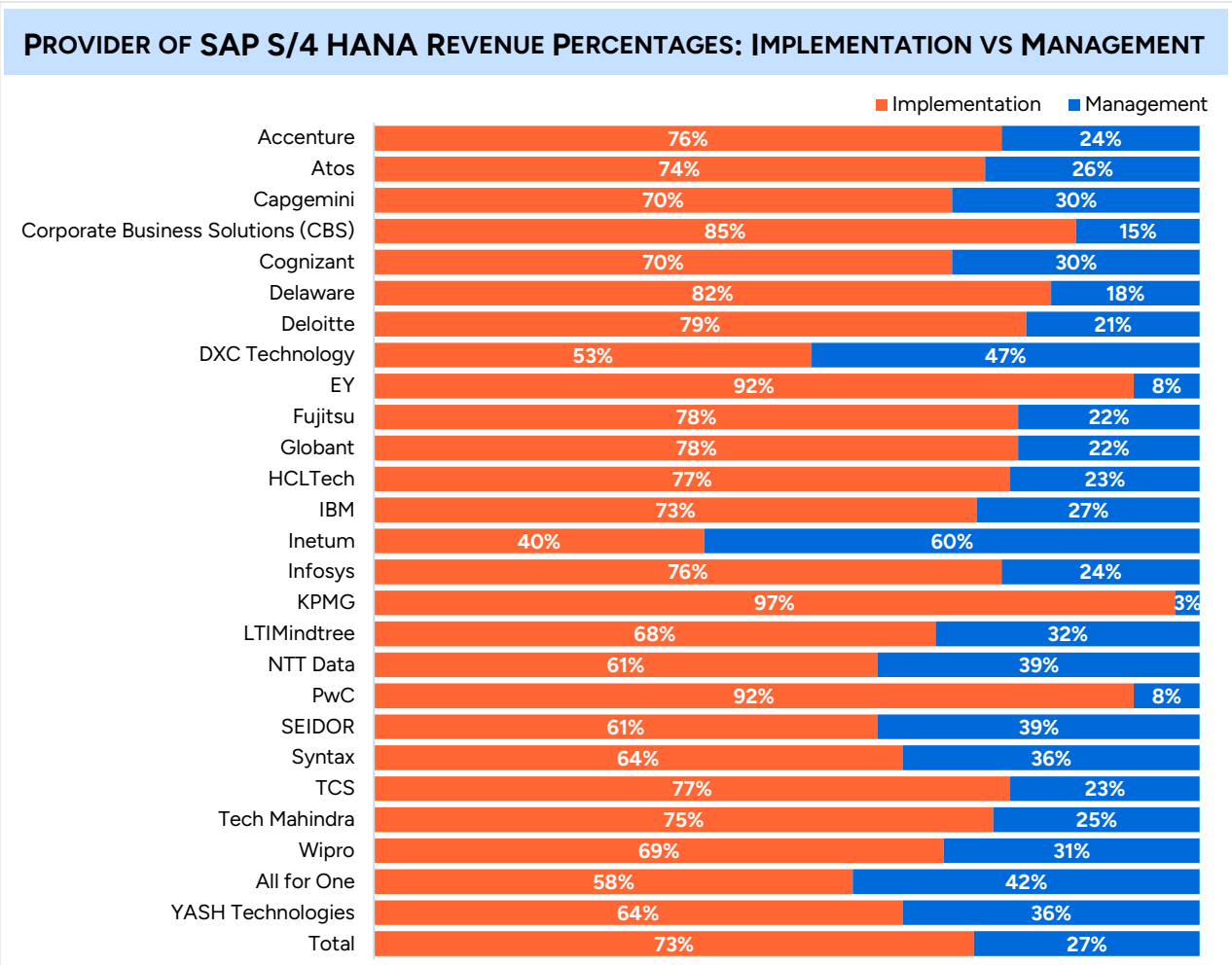
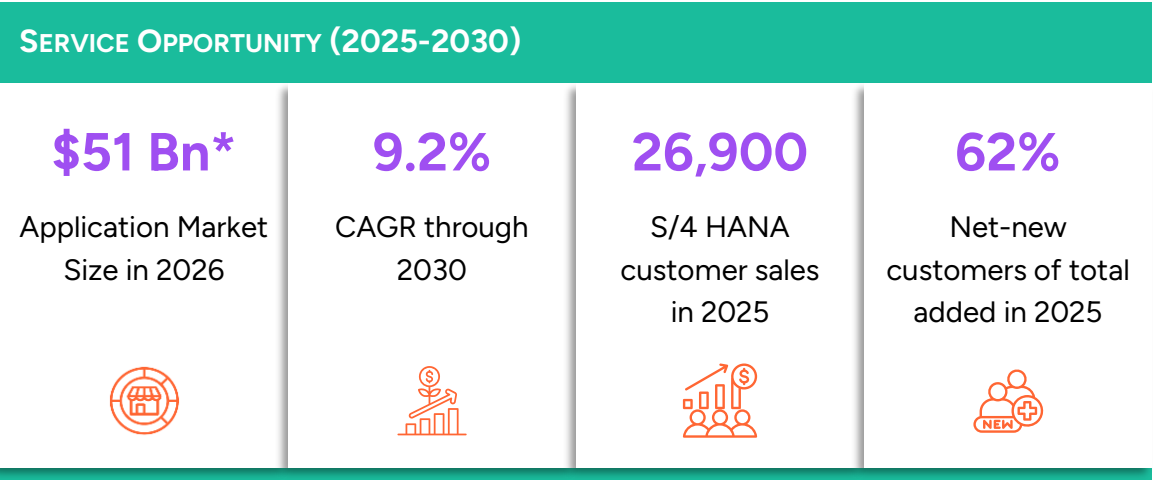
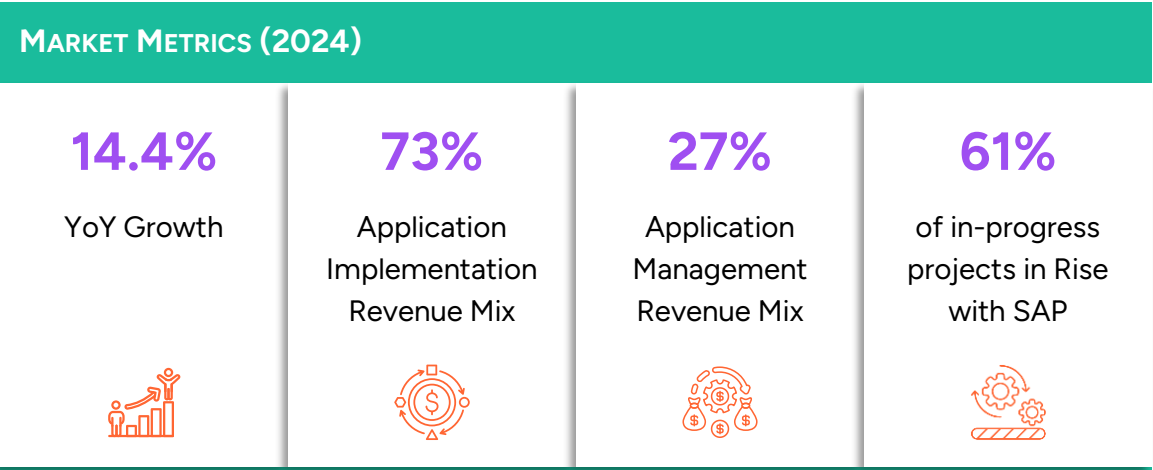
Between 2021 and 2024, the top 10 vendors, all with more than **US \$1 bn** in SAP S/4HANA services revenue, grew by **22.7%** on average. Wipro and PwC were able to outgrow the competition with a growth of over **30%**.

TOP FOUR REGIONAL IMPLEMENTATION PARTNERS BY REVENUE



Market leaders invested in proprietary AI while regional players captured growth share. This creates two consolidation plays: acquire challengers for market share, or specialists for AI/brownfield IP.

# S/4 HANA Market Size, Growth & Service Opportunity



The US \$15.5Bn opportunity is distributed, but implementation-heavy partners face structural margin pressure. Winners will consolidate scale, mix-shift toward management services and build AI-native capabilities

# SAP Services M&A Activity: Consolidation Drivers & Target Profile (2023-2025)

## 1. Vertical Specialization Commands Premium Valuations

- Agribusiness: SPRO IT Solutions acquired by NTT DATA
- Supply Chain: Cognitus by IBM
- Real Estate: LOYIC acquired by KPMG

**Vertical specialists attract buyers because they command higher margins and enable faster customer expansion within that industry.**

## 2. IP & Automation Capabilities are Deal-Makers (Not Just Scale)

- Packaged SAP tools & IP: Alluvion's platform tools and BEST's reconciliation tools
- SAP automation services : sbx consulting for recurring automation services
- Managed services platforms: BSG Partners for BI and SAP managed services

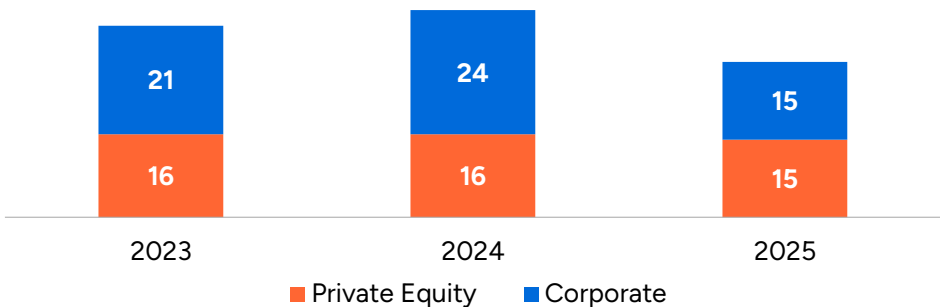
**PE and corporate buyers are paying premiums for repeatable, recurring revenue models (managed services, automation) and proprietary accelerators that create sticky customer relationships**

## 3. Hyperscaler Integration Now Table Stakes, Not Differentiator

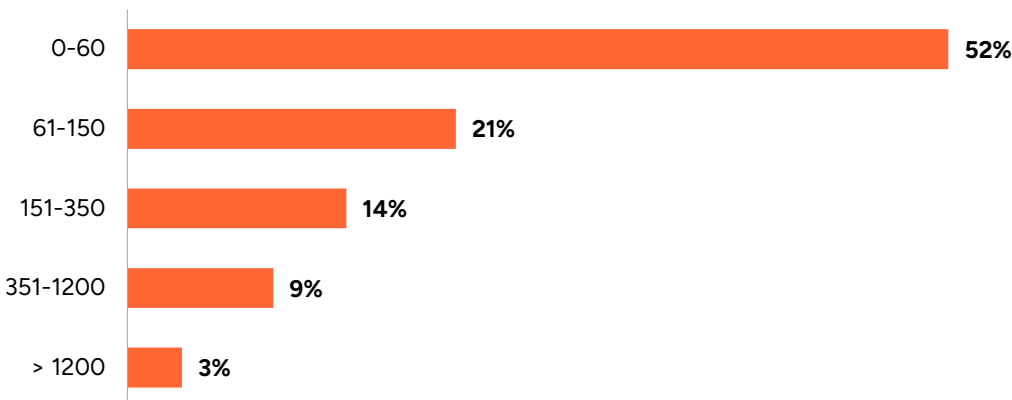
- SAP-cloud migration services :myclouddoor for SAP-Azure cloud migration
- Hyperscaler certifications :Affinis for AWS/Azure/Google certifications + managed services)

**Cloud deployment is expected baseline and continuous cloud management is the differentiator**

M&A ACTIVITY BY BUYER TYPE: PE VS CORPORATES



M&A TARGET PROFILE BY EMPLOYEE SIZE



**M&A motives reveal market inflection: buyers are consolidating specialized IP (tools, automation, AI) and recurring revenue models, not just headcount. The shift from implementation capacity to proprietary platforms marks the beginning of value consolidation in SAP services**

# Geographic Consolidation: Market Expansion Beyond Traditional Europe Stronghold

## Europe Remains Largest Market but Share Declining; Americas & Middle East Accelerating

- Europe's M&A dominance is shifting. While still commanding 47% of deal from 63% 2024 reflecting market maturity and consolidation of the large European SI ecosystem is being

### TWO STRATEGIC SHIFTS:

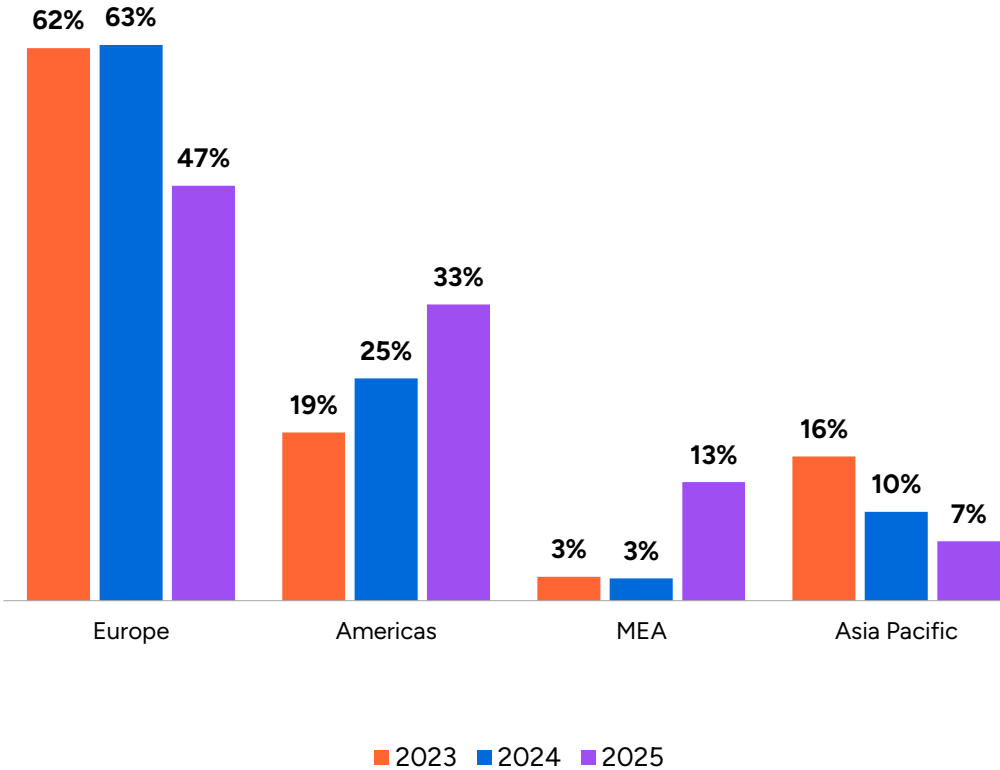
- Scale plays in Brazil (SPRO IT Solutions, Megawork Consulting) + mid-market consolidation in US (Cognitus, Ameri100, myclouddoor, Global Election Services)

**SAP adoption is accelerating in Latin America as acquirers build regional platforms to serve growth demand**

- Market entry plays (Smart National Solutions in Saudi Arabia, Beon-IT in Saudi Arabia, Notion Edge entering Africa)

**Emerging SAP markets have fragmented provider bases; first movers to build scaled platforms will capture disproportionate value**

M&A ACTIVITY BY REGION



Private equity's rotation from Europe to Middle East & Africa in just 2 years isn't random, It's strategic. PE funds are hunting for fragmented SAP ecosystems where platform consolidation creates defensible regional scale before incumbents do

# M&A Deal Activity of SAP Implementation Partners in 2025 (1/2)

| Date   | Companies                                                                           | Acquisition Motive                                                                                                     | Investors                                                                             | Deal Type      | Country                                                                               |
|--------|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------|
| Jan-26 |    | Expand its SAP market presence and advance its global delivery capabilities                                            |    | Corporate      |    |
| Jan-26 |    | Expands Argano's ability to deliver differentiated integration strategies tailored to complex enterprise environments. |    | Corporate      |    |
| Dec-25 |    | Scale agribusiness SAP expertise, expand vertical market                                                               |    | Corporate      |    |
| Nov-25 |    | Add supply chain SAP implementation capacity                                                                           |    | Corporate      |    |
| Nov-25 |    | Acquire BI and SAP managed services                                                                                    |    | Corporate      |    |
| Oct-25 |    | Build platform for SME SAP services                                                                                    |    | Private Equity |    |
| Oct-25 |    | Growth capital for SAP consulting firm                                                                                 |    | Private Equity |    |
| Sep-25 |    | Scale SAP capacity, enter Brazil market                                                                                |    | Corporate      |    |
| Sep-25 |   | Build vertical expertise, strengthen UK presence                                                                       |   | Corporate      |   |
| Sep-25 |  | Grow managed services, AWS/Azure/Google certifications                                                                 |  | Private Equity |  |
| Aug-25 |  | Acquire packaged SAP tools, IP platform                                                                                |  | Private Equity |  |
| Jul-25 |  | Expand SAP-Azure cloud migration services                                                                              |  | Corporate      |  |
| Jul-25 |  | Add SAP consulting to services portfolio                                                                               |  | Corporate      |  |

# M&A Deal Activity of SAP Implementation Partners in 2025 (2/2)

| Date   | Companies                                                                           | Acquisition Motive                                      | Investors                                                                             | Deal Type      | Country                                                                               |
|--------|-------------------------------------------------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------|
| May-25 |    | Acquire proprietary SAP reconciliation tools IP         |    | Corporate      |    |
| May-25 |    | Add brownfield SAP deployment expertise                 |    | Corporate      |    |
| May-25 |    | Build recurring SAP automation services business        |    | Private Equity |    |
| May-25 |    | Integrate AI-enabled SAP solutions, training            |    | Corporate      |    |
| May-25 |    | Add procurement and Ariba expertise                     |    | Corporate      |    |
| May-25 |    | Build SAP CX solutions, enter Africa                    |    | Corporate      |    |
| May-25 |    | Consolidate SAP and digital solutions provider          |    | Private Equity |    |
| May-25 |    | Build SAP services for SME market                       |    | Private Equity |    |
| Mar-25 |    | Add transformation and SAP expertise, Saudi             |    | Corporate      |    |
| Mar-25 |   | Expand geographic presence, SAP capabilities            |   | Corporate      |   |
| Feb-25 |  | Add real estate SAP vertical expertise                  |  | Corporate      |  |
| Feb-25 |  | Build ERP consulting platform                           |  | Private Equity |  |
| Jan-25 |  | Expand SAP support and operations                       |  | Corporate      |  |
| Jan-25 |  | Expand Nordic SAP advisory footprint and delivery scale |  | Private Equity |  |

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TH Global Capital exclusively focused on **M&A and capital raising advisory services to Technology Services, Software, Consulting, Healthcare Life Sciences and Business Process Management Companies**. Over 23 years, TH has built deep expertise in digital platforms, with global reach and extensive strategic buyer and private equity relationships to help clients navigate through a sale and/or capital raise process, and to secure premium valuations.



**Investment Bank of the Year – International**



**Professional Services Deal of the Year**  
(\$10m – \$25m)



**IT Deal of the Year**  
(\$10m – \$25m)



**Boutique Investment Banking Firm of the Year**



**Best M&A Advisory Firm of the Year**



**Cross-Border M&A Consultancy of the Year**



**Global Technology M&A Advisory Firm of the Year**



**Client Service Excellence Award**



**M&A Deal of the Year**  
(\$50 mn – \$75 mn)



**Information Technology Deal of the Year**  
(\$10 mn – \$50 mn)

Recent IT Services Transactions

NOV 2025



Has been acquired by



CHRYSCAPITAL  
PORTFOLIO COMPANY

AI led Software Testing & Test Automation IP

SEP 2025



Private Equity Buyout by



INVESTMENT PARTNERS

MSP, Data & Microsoft Consulting

AUG 2025



Has been acquired by



driving digital agility

Digital, Data & Cloud Engineering

FEB 2025



Has been acquired by



palatine  
PORTFOLIO COMPANY

Salesforce Consulting

NOV 2024



Has been acquired by



Tortuga Growth Partners  
PORTFOLIO COMPANY

Financial Services Product Engineering

OCT 2024



Has been acquired by



Salesforce Consulting

OCT 2024



Has been acquired by



Digital Engineering & Microsoft Consulting

OCT 2024



Has been acquired by



AI and Data Science

JUL 2024



Has been acquired by



IT Outsourcing & BPO

JUN 2024



Merger with



FALFURRIAS CAPITAL  
PORTFOLIO COMPANY

Digital Commerce & Digital Marketing

APR 2024



Has been acquired by



Digital Design & Innovation Consulting

APR 2024



Has been acquired by



Financial Services Management Consulting

MAR 2024



Has been acquired by



Digital Product Engineering

MAR 2024



Has been acquired by



Marketing Automation

FEB 2024



Has been acquired by



PORTFOLIO COMPANY

BPM and Automation



CLICK HERE

To view all Transactions

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