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INDUSTRY PERSPECTIVE

# The Next Wave of System Integration

## Why Cross-Platform AI Orchestration Will Define the Next Generation of Winners

Forces, platforms, and the value-creation levers reshaping enterprise IT services

July 2026

www.thglobalcapital.com

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# SEVEN QUESTIONS EVERY SERVICES LEADER IS ASKING



**01** How big is the orchestration layer, and how fast is it growing?

**02** Why is every enterprise platform racing to be the control plane?

**03** What makes cross-platform orchestration a services problem, not a product feature?

**04** Where is the money already moving across the SI landscape?

**05** Who consolidates the work, and on what basis?

**06** What are the real risks, and do they break the thesis?

**07** What separates a winning SI position from a losing one?

# THE CONTROL PLANE IS THE PRIZE. THE INTEGRATION IS THE OPENING

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**Four active buyer classes . 919 deals analysed . Structural M&A tailwinds across every layer of the value chain**

## AI & DATA CENTER

**US $11.1 Bn**

AI orchestration platform market, 2025 base, growing ~22% a year toward US $82Bn by 2035

Source: Precedence Research

## PLATFORM LAND-GRAB

**150,000**

Agents projected per Fortune 500 enterprise by 2028, up from fewer than 15 in 2025

Source: Gartner

## SERVICES PULL

**US $5.9Bn**

Accenture generative AI bookings in FY2025; advanced AI revenue ~3x year over year

Source: Accenture FY25 8-K

No single platform owns the whole enterprise. The valuable, defensible work is making agents from different vendors cooperate safely across a sprawling estate, and that work belongs to whoever does the integration.

**1,445%**

surge in multi-agent system inquiries, Q1 2024 to Q2 2025 (Gartner)

**90.2%**

gain of a multi-agent system over a single agent (Anthropic's internal research eval)

**95%**

of enterprise GenAI pilots deliver no measurable P&L impact, mostly on integration gaps (MIT)

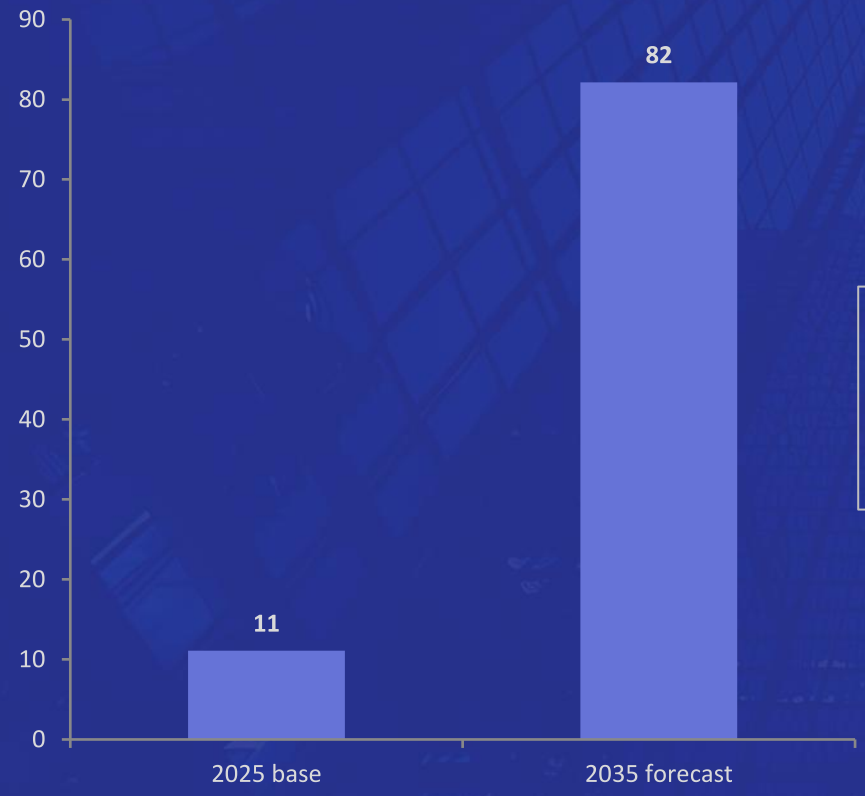


Source: TH Global Capital Analysis

# A FAST-COMPOUNDING LAYER THAT BARELY EXISTED THREE YEARS AGO



## AI Orchestration Platform Market (USD bn)




**~22.2%**
CAGR
2025 to 2035

## Why This Matters for Services

- A single, named-source forecast: US $11.1Bn in 2025 compounding to US $82.15Bn by 2035.
- Services dwarf platform spend. Around 93% of AI budgets go to technology and only ~7% to enablement, the gap integrators fill.
- The imbalance tends to correct sharply once production deployments start failing for lack of integration discipline.

**Key Insight:** One reliable forecast makes the point cleanly: a category compounding at over 20% a year to 2035, with the services attached to it several times larger than the platform license spend.

# EVERY PLATFORM IS REACHING BEYOND ITS OWN WALLS



| | servicenow<br>AI Control Tower | Microsoft<br>Agent 365 | salesforce<br>Agentforce |
|---|---|---|---|
| **NATIVE STRENGTH** | IT, operations, governance, cross-platform discovery (AWS, Azure, GCP, SAP, Oracle, Workday) | Productivity gravity; agents inherit M365 context and reach | CRM-native; agents born with context from Data Cloud; 8,000+ customers |
| **CROSS-PLATFORM GAP** | Cannot observe agents outside supported runtimes out of the box | Strong inside the Microsoft estate, weaker once a workflow leaves it | Integration tax the moment a process touches systems beyond Salesforce |

*Vendor announcements and independent comparisons: ServiceNow Newsroom/Techzine; Planetary Labour; Smartbridge; Royal Cyber (2025–2026).*

# AGENT SPRAWL IS THE NEW SHADOW IT, AND IT IS AN INTEGRATION PROBLEM

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**12** Agents deployed per enterprise on average, half in isolated silos

*Source: Salesforce 2026 Connectivity Benchmark*

**27%** of APIs connecting those agents are ungoverned

*Source: Salesforce 2026 Connectivity Benchmark*

**94%** of leaders are concerned about AI sprawl, yet only 12% use a centralized platform to manage it

*Source: OutSystems 2026 State of AI Development*

**95%** of enterprise GenAI pilots reach no measurable P&L impact. MIT attributes the failure to integration and workflow gaps, not model quality.

*Source: MIT NANDA, The GenAI Divide: State of AI in Business 2025.*

## WHY THE WORK LANDS ON INTEGRATORS

### Spans vendors no platform controls

Cross-platform orchestration is the part no vendor can own without conceding their own lock-in.

### Context-heavy, low-repeatability

Every estate is a different tangle of legacy systems, data quality and process debt.

### Trust is falling as adoption rises

Confidence in fully autonomous agents fell from 43% (2024) to 27% (2025); closing that gap is advisory work.

### Platforms ask for help out loud

ServiceNow's own filing names Accenture, Cognizant, Deloitte, EY, Infosys and KPMG as delivery partners.

**Key Insight:** Protocols like MCP and A2A solve how agents talk to each other. They do not decide which agent may act, who is accountable, or how to retire one safely. That governance gap is services work.



Source: TH Global Capital Analysis

# CAPITAL IS CONCENTRATING IN FIRMS THAT OPERATE ACROSS PLATFORMS

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| US $5.9Bn | US $2.7Bn | US $2.2Bn | 500+ |
|---|---|---|---|
| Accenture GenAI bookings, FY2025 | Accenture advanced AI revenue, ~3x YoY | Accenture advanced AI bookings, Q1 FY2026 | Agents Infosys has built for clients |

*Accenture FY2025 Forms 8-K and CIO Dive (Sep 2025); Infosys Form 6-K, Q3 FY2026.*

## WHY ORCHESTRATION FAVORS SCALE

- Rewards breadth of platform certification: you cannot orchestrate across ServiceNow, Microsoft, Salesforce and SAP without deep ties to all of them.
- Rewards reusable assets, the accelerators and reference architectures only firms with many engagements can amortize.
- Carries delivery risk that clients want a large partner to absorb and de-risk.

## THE MARKET IS REPRICING AROUND AI

- System integration services overall: ~US $553 Bn (2025) to ~US $764Bn (2030) at about 6.7% a year.
- AI-specific SI and consulting: ~US $9.7Bn in 2025, ~US $11.9Bn in 2026, small but compounding fast (Source: AI consulting services market, Fortune Business Insights)
- AI capability is becoming the basis on which the whole SI market competes.

# THE CASE AGAINST, AND WHY IT SHARPENS RATHER THAN BREAKS THE THESIS



## PLATFORMS ABSORB THE WORK

Control-plane vendors build orchestration into their products. But cross-platform governance is itself a partnership between vendors who do not control each othe`r's estates, and they still route implementation through the same SIs.

**Net read:** Raises the floor; does not close the gap.

## AGENT-WASHING MAKES IT NOISE

Gartner cautions that most so-called agentic offerings are generative AI on legacy systems, with only a small number delivering genuine orchestration.

**Net read:** An argument for independent integration judgment, not against it

## THE PROJECTS FAIL ANYWAY

Gartner expects a large share of agentic AI projects to be cancelled by 2027 on cost and weak controls. High failure rates hurt pilot-heavy, single-platform players.

**Net read:** Favors firms that lead with governance and reliability.

# WHAT SEPARATES A COMMODITY SI FROM A CONSOLIDATOR

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| Lever | Commodity SI Position | Consolidator Position |
|---|---|---|
| **Platform Posture** | Aligned to a single vendor; capped at that vendor's share of the estate | Multi-platform and neutral; certified deep in each, designs across them |
| **Lead Capability** | Build-first; pilots that stall without governance | Governance-first: discovery, identity, observability, value measurement, then build |
| **Reusable Assets** | Bespoke per engagement; margin leaks | Industrialized accelerators and reference architectures across MCP, A2A and successors |
| **Protocol Stance** | Treats protocol fluency as the strategy | Treats fluency as table stakes; differentiates on integration and change management |
| **Risk Posture** | Exposed to the agentic project cancellation wave | Positioned on reliability and value realization, turning doomed pilots into production |

**Key Insight:** The risks fall hardest on undifferentiated, single-platform, pilot-heavy approaches and lightest on firms that build genuine cross-platform orchestration and lead with governance. The case against is a case for doing it well.

# THE FIRMS THAT ORCHESTRATE ACROSS PLATFORMS WILL DEFINE THE CYCLE



The platform vendors are right that the control plane is the strategic prize. They are also structurally unable to claim all of it, because no one of them owns the whole enterprise and almost no real process stays inside a single platform. The hardest and most valuable work, making many vendors' agents cooperate safely across a messy estate, falls to whoever does the integration.

## BE THE SWITZERLAND OF AGENTS

01

Stay multi-platform and neutral; single-platform alignment caps your addressable estate.

## LEAD WITH GOVERNANCE

02

Sprawl, ungoverned APIs and falling trust are advisory problems first, build problems second.

## INDUSTRIALIZE THE PATTERNS

03

Reusable accelerators across protocols protect margin that bespoke delivery leaks away.

## MOVE NOW

04

Buying cycles are slow and the leaders are already concentrating capital. The window narrows.

# TH GLOBAL CAPITAL TRANSACTIONS TRACK RECORD

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| | | |
|---|---|---|
| 2026 – Regional Deal of the Year Award (Asia) | 2025 – M&A Deal of the Year Award (US$50m – 100m) | Best M&A Advisory Firm of the Year – M&A Winner |
| 2026 – Information Technology Deal of the Year Award (Under $1 Billion) | 2025 – Corporate/Strategic Deal of the Year Award (US$50m – 100m) | Cross-Border M&A Consultancy of the Year – M&A Winner |
| 2026 – Corporate/Strategic Deal of the Year Award ($25m–$50m) | 2025 – Boutique Investment Bank of the Year Award | Global Technology M&A Advisory Firm of the Year – AI M&A Awards 2024 Winner! |
| 2026 – Cross Border Deal of the Year Award ($10m–$25m) | 2025 – Regional Deal of the Year Award (Asia) | Client Service Excellence Award – AI M&A Awards 2024 Winner! |
| 2025 – Investment Bank of the Year – International | 2025 – IT Deal of the Year ($10m – $25m) | 2024 – Professional Services Deal of the Year ($10m – $25m) |

## Recent IT Services & ER&D Transactions

| | | | | |
|---|---|---|---|---|
| MAR 2026 | quantiphi (Multiples Portfolio Company) | Has acquired | Candyspace | Digital Product Engineering |
| NOV 2025 | ignitarium | Has been acquired by | neuREALM (Kedaara Portfolio Company) | Semiconductor Engineering Services & Embedded Systems |
| AUG 2025 | INDEAVR (Serving the high achievers) | Has been acquired by | marlabs (bv Investment Partners) | Digital, Data & Cloud Engineering |
| Nov 2024 | RETRO RABBIT | Has been acquired by | SmarTek21 (Tortuga Growth Partners Portfolio Company) | Financial Services Product Engineering |
| Oct 2024 | CHAMONIX | Has been acquired by | Synechron | Digital Engineering & Microsoft Consulting |
| Aug 2024 | D+I | Has been acquired by | Capgemini | MedTech Product Design & Engineering |
| Mar 2024 | Dreamix | Has been acquired by | Synechron | Digital Product Engineering |
| Aug 2023 | woodridge SOFTWARE | Has been acquired by | RCG Global Services (Frontenac Portfolio Company) | Fintech Software Engineering |
| Jul 2023 | VELOTIO | Has been acquired by | R Systems (Blackstone Portfolio Company) | Digital Product Engineering – ₹450 Crores |
| Jun 2023 | dek TECHNOLOGIES | Has been acquired by | endava | Software Engineering, Telco & Embedded Systems |
| Dec 2021 | WORRELL | Has been acquired by | Veranex (Summit Partners Portfolio Company) | MedTech Design & Innovation Consulting |
| Aug 2019 | sight (A Design Innovation Consultancy) | Has been acquired by | Nemera | Healthcare Innovation Consulting |
| Mar 2018 | CONTINUUM | Has been acquired by | epam | Digital & Innovation Consulting |
| Jul 2017 | syncroness | Has been acquired by | ALTEN | Engineering Design Services |
| Apr 2016 | TESSOLVE | Has been acquired by | Hero Electronix | Semiconductor Engineering Services |

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