The Atlassian partner ecosystem

Market Research · September 2026

1,800-plus solution partners and 8,000-plus marketplace apps, growing at a 19 percent CAGR. The only major channel in this study with a two-sided structure - and no published partner-deal history.

Now, for tomorrow

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Executive Summary

Atlassian is the only ecosystem in this study whose partner economy has two distinct halves with different economics. A services channel of 1,800-plus solution partners sits in the gate phase, and above it a marketplace of 8,000-plus apps built by 137 tiered marketplace partners, growing at a roughly 19 percent CAGR since 2021 and averaging roughly 6 percent of total Atlassian revenue. The app layer is where the value concentrates, because an installed app is a product with a subscription and a switching cost rather than a project that ends. The ecosystem also carries no verified partner-firm deal count in the 1,364-deal dataset, which means it is unmeasured rather than consolidated.

1,800+

SOLUTION PARTNERS

Services and implementation firms, August 2025 snapshot. Gate-to-maturity at the app layer.

8,000+

MARKETPLACE APPS

Built on the platform — the largest third-party app estate of any ecosystem in this study bar Salesforce.

137

TIERED MARKETPLACE PARTNERS

Platinum 23, Gold 40, Silver 74 as of July 2025. The tier structure is the scarcity signal.

~19%

MARKETPLACE REVENUE CAGR

Since 2021, averaging roughly 6% of total Atlassian revenue.

Not published

VERIFIED PARTNER-DEAL COUNT

Atlassian carries no entry in the 1,364-deal per-ecosystem table — unmeasured, not consolidated.

Software multiple

WHAT AN APP BUSINESS EARNS

Productised IP prices on a software multiple, not the 10.7x systems-integration services band.

5–8x vs 10–14x

ENTRY VERSUS PLATFORM EBITDA

Sub-USD 3m-EBITDA specialists fold into platforms trading several turns higher.

16.3x

TOP ADJACENCY MULTIPLE

Data and analytics, against 7.8x for value-added resellers. Mix sets the price.

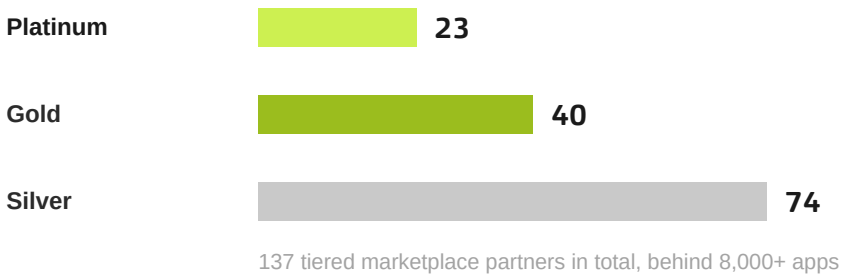
Sources: Atlassian Solution Partner and Marketplace program data (1,800-plus partners; 8,000-plus apps; 137 marketplace partners — Platinum 23, Gold 40, Silver 74, July 2025; marketplace revenue ~19% CAGR since 2021, ~6% of total revenue); Aventis Advisors, 1,364 verified partner-firm acquisitions 2015–2025 (no Atlassian entry); all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

Size, Growth, Trends & Drivers

The marketplace is the growth engine and the clearest disclosed number in the ecosystem: roughly 19 percent compound annual growth since 2021, averaging roughly 6 percent of total Atlassian revenue. That is a partner economy growing faster than the platform it sits on, which is the opposite of the pattern in mature services channels where partner counts fall as consolidation removes firms. For a buyer, the read is that the app layer is compounding while the services layer is gating, and the two therefore demand different theses and different hold periods.

A gated app layer, compounding at 19 percent

Marketplace partner tiers, July 2025, and disclosed growth



137 tiered marketplace partners in total, behind 8,000+ apps

~19% marketplace revenue CAGR since 2021

~6% of total Atlassian revenue, on average

WHY THE TIER COUNT MATTERS MORE THAN THE APP COUNT

Twenty-three Platinum vendors is the scarcity. Eight thousand apps is the long tail.

Four drivers a partner firm can price

- **Marketplace compounding.** A 19 percent CAGR on the app layer means an installed-base business growing faster than the platform, and every install raises the customer's exit cost.
- **Agentic AI and new app categories.** Gartner projects 40 percent of enterprise applications will carry task-specific AI agents by end-2026, from under 5 percent. Agent management, governance and MCP integration are emerging billable categories on both sides of the ecosystem.
- **Cloud migration work.** The services channel's current demand pool is platform migration and consolidation — project revenue, and therefore time-boxed and AI-exposed.
- **Enterprise-grade requirements.** As Atlassian estates move into regulated organisations, SOC 2, ISO 27001 and DORA-driven third-party controls gate which partners can serve them. Documented controls become a competitive asset.

Sources: Atlassian Marketplace program data (137 tiered partners — Platinum 23, Gold 40, Silver 74, July 2025; 8,000-plus apps; marketplace revenue ~19% CAGR since 2021 and ~6% of total Atlassian revenue); Gartner agentic-AI projection; DORA and EU AI Act application dates; all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

Supplier Ecosystem

Atlassian supplies four things a partner cannot manufacture: the product, the certification, the co-sell pipeline and — for an app vendor — the marketplace itself, which is simultaneously the distribution channel, the billing rail and the pricing authority. That last dependency is the sharpest supplier relationship in this study. An app vendor's entire route to market, customer relationship and revenue share are set by a platform it does not control and cannot second-source.

Atlassian (tier 1)

Product, exam, curriculum, pipeline and gate. Non-substitutable in every dimension. **An implementer without the platform has no business** — the root of supplier power and the reason single-vendor concentration is both the dominant discount and the dominant acquisition rationale.

The Marketplace itself

For an app vendor this is distribution, billing and pricing authority in one supplier. Revenue share, listing rules and tier thresholds are set unilaterally. **The most concentrated single dependency in this study.**

Certified engineers

The binding constraint on the services side. India's fresher intake collapsed from roughly 380,000 to roughly 120,000 while AI and ML skills drive above-inflation wage growth. Capacity is bought, not hired.

Regulators & standards

SOC 2, ISO 27001, FedRAMP, HIPAA, DORA and the EU AI Act supply the right to operate in regulated segments. DORA carries fines to 2% of worldwide turnover; the AI Act reaches full application August 2026.

The internalisation play

Each supplier line is an acquisition target that converts a cost into a moat. On the services side, buying offshore or nearshore delivery turns the largest variable cost into an owned asset; buying training internalises the capacity constraint. On the product side there is a cleaner move available: a services firm that acquires an app vendor converts billable delivery into licensable IP and steps out of the services multiple altogether. That is the single highest-return supplier play in this ecosystem.

Marketplace economics, industry-wide

The direction of travel across every platform marketplace is lower fees and higher volume: Microsoft and Google both cut take rates from 20 percent to 3 percent, and AWS charges roughly 3 percent falling to 0.5 percent on professional-services listings. Lower fees pull more volume onto the rails and shift services partners from reseller-of-record to advisor.

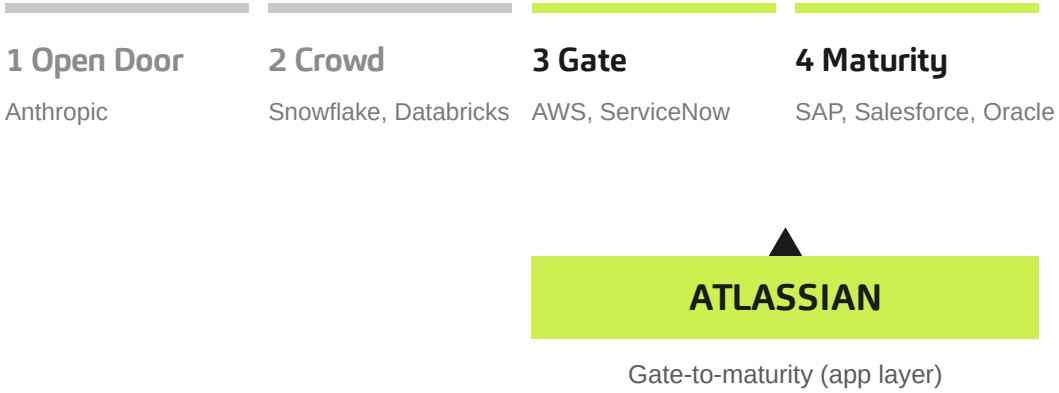
Sources: Atlassian Marketplace and Solution Partner program structure; supplier-power analysis, NASSCOM and Indian IT-sector wage and intake data, hyperscaler marketplace take-rate data, and DORA and EU AI Act application dates, all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

Competitive Landscape

Atlassian sits in the gate-to-maturity band at the app layer, and the shape of competition follows from that. Tier thresholds have already thinned the top of the marketplace to 23 Platinum vendors, while the services channel of 1,800-plus firms remains fragmented and largely independent. What is missing is the buy-side: unlike ServiceNow or Dynamics, this ecosystem has no named roll-up platforms and no verified deal series. An acquirer here is not competing for assets. It is defining the category.

Where Atlassian sits in the lifecycle

Four-phase partner-ecosystem model



WHAT THE PHASE IMPLIES

Tier thresholds have thinned the top of the marketplace to 23 Platinum vendors, and partner M&A should have begun — yet no verified deal series exists. The independents are still independent, which is the definition of an open window.

Who would buy here, and why they have not yet

- → **Global system integrators.** Accenture leads the sector at 201 verified acquisitions with an FY26 spend target near 9bn dollars, but its Atlassian-specific activity is not evidenced in the verified dataset. Strategics pay a median 9.8x EBITDA.
- → **PE roll-up platforms.** The archetype that built the ServiceNow and Dynamics channels — sub-5m-EBITDA firms at 5–8x into platforms valued 10–14x, sponsors paying a median 11.5x. No named Atlassian platform exists.
- → **Software buyers, not services buyers.** The app layer's natural acquirer is a software consolidator pricing subscription revenue, not an SI pricing billable capacity — a different buyer universe from every other ecosystem here.
- → **Why the gap persists.** Individual assets are small, revenue mixes are hybrid, and the marketplace dependency is a genuine diligence hurdle. Each of those is a discount, not a disqualification.

Sources: Atlassian Marketplace tier data (July 2025) and solution-partner population (August 2025); Aventis Advisors acquirer league table, archetype analysis and sponsor-vs-strategic multiples; per-ecosystem verified deal table, which carries no Atlassian entry; all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

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Relevant Transactions & Takeaways

With no verified Atlassian-specific transaction series, the reference set below is the set of analogues a buyer or seller in this channel will actually be priced against: the platform roll-ups built in comparable gate ecosystems, and the benchmarks that set services and IP multiples. Every one of them was assembled in a channel that looked like Atlassian's does now — fragmented, gated, and without a named platform.

TRANSACTION	ACQUIRER	ECOSYSTEM	VALUE / MULTIPLE	WHY IT IS THE ANALOGUE
Thirdera	Cognizant	ServiceNow	**~$430m**	The largest pure-play platform built in a gate ecosystem, then sold to a strategic. The template for a first-mover Atlassian platform.
GlideFast	ASGN	ServiceNow	**~$350m**	Certified bench bought at scale, on roughly USD 95m of sales and about 350 consultants.
Coastal Cloud	TCS	Salesforce	**$700m · ~5x rev**	Highest disclosed price for an ecosystem consultancy; 400-plus professionals and 3,000-plus certifications. Revenue multiple is an estimate.
Perficient	EQT / GIC	Multi-platform	**~18.5x EBITDA**	The ceiling for scaled multi-platform digital services. Estimate on disclosed reporting.
Faculty	Accenture	AI	**~$1bn**	Applied-AI services plus a proprietary product — services-plus-IP priced as one asset. FT framing; terms undisclosed.
InSource (ServiceNow unit)	CoreX / NewSpring	ServiceNow	**n.d.**	Carve-out that doubled a sponsor platform's certifications and US headcount in one step, closing December 2025.

1 Split the revenue before pricing it
App subscription and services delivery are two businesses on two multiples. Diligence starts by separating them.

2 Buy the product stage
137 tiered vendors behind 8,000-plus apps, compounding at 19 percent. Install base is the asset.

3 First mover sets the reference
No verified deal series means no comparable multiple. The first platform built here defines the category's pricing.

4 Price the platform dependency
Marketplace revenue share, listing rules and native-feature risk are set unilaterally. A discount, not a disqualification.

5 Screen on tier, not membership
Platinum among 137 is scarce. Solution-partner membership among 1,800-plus carries little information on its own.

Sources: Aventis Advisors named-deals reference table (Cognizant / Thirdera ~USD 430m 2023; ASGN / GlideFast ~USD 350m 2022; TCS / Coastal Cloud USD 700m at ~5x revenue, estimate; EQT and GIC / Perficient ~18.5x EBITDA, estimate on disclosed reporting; Accenture / Faculty ~USD 1bn on FT framing with terms undisclosed; CoreX / InSource ServiceNow unit, closed late December 2025); Atlassian program data; all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026). n.d. = value not disclosed.

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