

The Oracle partner ecosystem

Market Research · September 2026

Twenty to thirty thousand partners, 115 verified acquisitions and a deal density below one percent. A mature channel with roll-up shape and no roll-up - plus a NetSuite sub-ecosystem crossing the gate right now.

Now, for tomorrow

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Executive Summary

Oracle is the mature ecosystem with the least-consolidated channel. Its PartnerNetwork spans 20,000 to 30,000 services firms and resellers, 115 verified partner-firm acquisitions have closed in a decade, and the density is under one percent — a fraction of what Workday or Dynamics have already seen. The report's own description of the channel is the thesis: roll-up shape. A large fragmented services population in a maturity-phase ecosystem, with no named platform assembling it. Alongside it sits NetSuite, an Oracle-owned sub-ecosystem of roughly 800 to 1,000 partners that is crossing from gate to maturity right now at four to five deals a year, and which behaves as a separate market with a separate buyer set.

20–30k

PARTNERS IN PARTNERNETWORK

Services firms plus resellers, 2025. The widest services-inclusive denominator outside the hyperscalers.

115

VERIFIED DEALS, 2015–25

Under 1% of the channel bought, against a quarter of Workday's and ~15% of Dynamics'.

Maturity

LIFECYCLE PHASE

Specialists exist in numbers and the independent specialist is the scarce asset — but no platform is buying at scale.

~800–1,000

NETSUITE PARTNERS

Across four programs; 29 verified deals, roughly 4% density, gate-to-maturity.

18 of 29

NETSUITE DEALS SINCE 2022

Running at four to five a year against three at most before. The crossing is happening now.

~half

NETSUITE CUSTOMERS BUYING VIA PARTNERS

Roughly half of new NetSuite customers license and implement through Solution Providers.

Roll-up shape

THE REPORT'S READ ON ORACLE

A large fragmented services population with the structure for consolidation and no named consolidator.

16.3x vs 7.8x

WHERE THE VALUE SITS

Data and analytics against value-added resellers. Mix, not the Oracle badge, sets the multiple.

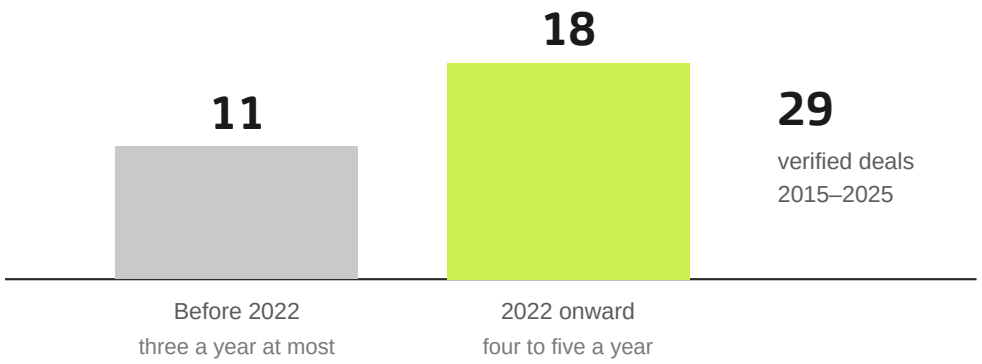
Sources: Oracle PartnerNetwork count (20,000–30,000, services and resellers, 2025); NetSuite program data (~800–1,000 partners across four programs; ~half of new customers licensing and implementing through Solution Providers); Aventis Advisors, 1,364 verified partner-firm acquisitions 2015–2025 (Oracle 115, NetSuite 29, with 18 of the 29 after the start of 2022); all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

Size, Growth, Trends & Drivers

Maturity means the independent-firm count falls rather than rises, because consolidation removes firms faster than a gated program admits them. Oracle's channel is in that phase without yet showing the consolidation — which is why the growth question here is about revenue per firm, not firm formation. Two demand pools do most of the work: cloud ERP migration off on-premise estates, and the mid-market ERP layer, where the SME ERP market grows at 11 to 12 percent a year and roughly half of new NetSuite customers buy through a partner rather than direct.

The NetSuite channel is crossing the gate now

Verified NetSuite partner-firm acquisitions, before and after 2022



Four drivers a partner firm can price

- → **Cloud ERP migration.** The structural demand pool in a maturity back-office ecosystem: moving on-premise estates to cloud, with all the integration and data work that implies.
- → **Mid-market ERP growth.** The SME ERP market grows at 11 to 12 percent a year and roughly half of new NetSuite customers license and implement through Solution Providers — a partner-dependent buying motion.
- → **Licensing complexity as a service.** Independent licence-spend and FinOps advisory is a recognised partner function, and in an Oracle context it is one of the few positions the vendor does not compete for.
- → **Agentic AI.** Gartner projects 40 percent of enterprise applications will carry task-specific agents by end-2026, from under 5 percent — new implementation demand and hour compression in the same motion.

AND WHO IS BUYING IT

Vendor-adjacent finance and accounting firms — Cooper Parry and Zone & Co are the named buyers — owning the platform practice nearest their core function. A different buyer universe from the GSIs that hunt in the Oracle applications channel.

Sources: Aventis Advisors NetSuite deal velocity (29 verified deals 2015–2025, 18 of them after the start of 2022, running at four to five a year against three at most before) and vendor-adjacent buyer analysis (Cooper Parry, Zone & Co); SME ERP market growth of 11–12% annually; NetSuite Solution Provider buying-motion data; Gartner agentic-AI projection; all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

Supplier Ecosystem

Oracle supplies the product, the certification, the co-sell pipeline and the marketplace rails, and none of them can be second-sourced. The particular feature of this supply chain is that Oracle is also a hyperscaler: it was named among the 19 Critical ICT Third-Party Providers designated under DORA in November 2025, alongside AWS, Microsoft, Google and SAP. For a partner running a managed service on Oracle infrastructure, the same supplier prices the product, the certification and the underlying compute.

Oracle (tier 1)

Product, exam, curriculum, pipeline and gate — non-substitutable. **An Oracle implementer without Oracle has no business**, which is why single-vendor concentration is both the dominant discount and the dominant acquisition rationale.

Infrastructure as COGS

For any managed service the underlying compute is a pass-through cost. Oracle was named among the 19 Critical ICT Third-Party Providers designated under DORA in November 2025.

Certified ERP consultants

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

Distribution & regulators

TD SYNNEX at 2.2% GAAP operating margin on USD 17.4bn Q4 FY25 revenue; Ingram Micro at 1.6–2.5% on USD 52.56bn. SOC 2, ISO 27001, FedRAMP, HIPAA, DORA and the EU AI Act gate regulated work.

The internalisation play

Each supplier line converts into a moat when bought. Acquiring offshore or nearshore delivery turns the largest variable cost into an owned asset and insulates the firm from wage inflation and visa cost. Acquiring training internalises the capacity constraint. Acquiring accelerators converts repeatable ERP delivery labour into licensable IP carrying a software multiple — the single highest-return move available in a maturity channel.

Regulators as suppliers

DORA reached full applicability in January 2025 with no grace period and fines up to 2 percent of worldwide turnover; the EU AI Act reaches full application in August 2026. A partner that cannot document these controls is locked out of banking, insurance and public-sector work regardless of its Oracle certifications.

Sources: supplier-power analysis; European Supervisory Authorities CTPP designations under DORA Article 31(9), 18 November 2025 (naming AWS, Google Cloud, Deutsche Telekom, Microsoft, Oracle and SAP among 19 providers); TD SYNNEX Q4 FY2025 and Ingram Micro FY2025 results; NASSCOM and Indian IT-sector wage and intake data; DORA and EU AI Act application dates; all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

Value Chain

Eight stages carry the work from Oracle licence to realised customer outcome. In an ERP context the chain is unusually long — advisory, implementation, integration and run each represent substantial engagements — which is exactly why the margin geography matters so much here. Resale is pass-through, implementation is the most AI-compressed stage, and the annuity stages at the bottom of the table are where the exit multiple is set.

STAGE	REVENUE MODEL	WHO CAPTURES IT	AI COMPRESSION	MULTIPLE SIGNAL
Demand generation & co-sell	Referral / co-sell	Oracle keeps most	Low	Neutral — but drives deal flow
Licence resale & provisioning	Pass-through margin	Distributor / reseller	High	**0.5x revenue · 7.8x EBITDA** — the floor
Advisory & architecture	T&M, fixed, outcome	IT consulting firm	Rising	**9.8x EBITDA**
ERP implementation & configuration	T&M, fixed fee	Systems integrator	Highest	**10.7x EBITDA · 1.1x revenue**
Integration & data engineering	Project plus recurring	Data & analytics firm	Medium	**16.3x EBITDA** — the ceiling
Managed services & application run	Recurring subscription	MSP	Low	**10.7x, to 11.2x above USD 500m**
Optimisation & licence advisory	Retainer	FinOps / licensing specialist	Low	Retainer economics; vendor does not compete

The consolidator's instruction

Own the run and optimisation stages. A roll-up buying pure ERP implementation hours buys a shrinking margin pool as AI compresses the labour content — the median private IT-services transaction fell to 8.8x EBITDA in late 2025 from 13.6x in 2023 for exactly that reason.

Geography sets the base

EV/EBITDA medians run 11.2x in Asia, 10.9x in North America, 10.0x in Europe and 8.3x elsewhere, with emerging-market firms discounted for scaling and political risk. North America carries the largest median deal size at 73 to 85m dollars.

Sources: Aventis Advisors value-chain stage multiples, regional EV/EBITDA medians and the Q4 2025 median of 8.8x against a 2023 peak of 13.6x; partner-function taxonomy including advisory and licensing-optimisation partners; all as cited in Baker Tilly, *The Enterprise Software Partner Ecosystem* (Sept 2026).

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