

# CASE STUDY

## Embracing the Private Credit Opportunity: Enterprise Transformation

Q4 2025

### CLIENT CONTEXT & CHALLENGE

The client is a well-established private credit firm managing significant capital in the commercial real estate sector. The business was originally established to fill the gap in credit availability as banks reduced their exposure to the sector, historically targeting High Net Worth (HNW) investors and Institutions (both domestically and globally) through closed-ended funds and special purpose vehicles (SPVs). The firm saw itself as a significant non-bank lender, therefore invested in building strong origination and credit assessment capabilities, leading to a track record of providing attractive and robust returns.

The Board and Management recognised several critical market shifts: the relatively small weighting of allocations to private credit in Australia; the likely “democratisation” of private markets; and the trend of increasing regulation, investor demands, and transparency. They realised that while their existing enterprise operating model had served them well, it had a high cost associated with product management, operational complexity and highly tailored client interactions. If the business was to scale and excel in a more competitive and demanding environment, the existing operating model required strategic investment and an uplift programme across all components.

### OUR SOLUTION: DUAL INTERIM LEADERSHIP MANDATE & UPLIFT PROGRAMME

Our firm was engaged to lead and advise on this critical, organisation-wide transformation as well as providing interim CFO/COO services and support. . This executive mandate drove a programme that captured all functional areas of the business: operations, technology, people, product, risk, compliance, and finance, ensuring adequate support for the firm’s long-term strategic objectives.

Key components of this transformative solution included:

- **Strategic Sourcing & Technology:** A total review of the “sourcing strategy” across the entire operations and technology value chain, including what to keep in-house and where to outsource. This execution resulted in a more scalable and variable cost operating model, achieved through the greater leverage of third-party technology and integration capability, providing access to industry best practices.

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- **Product & Distribution:** The creation of open-ended vehicles alongside closed-end funds. These new products were structured with a lower cost to service and a more diversified investment strategy, adopting industry best practices regarding disclosures, pricing, and frequency of distributions. They also enabled the expansion of the firm's distribution channels to include platforms and wealth managers.
  - **Risk and Governance:** Investment in comprehensive Enterprise Risk Management and Compliance framework and practices. This was underpinned by an uplift in the firm's internal governance structure and engagement with external trustees, ensuring policies around governance, valuations, and conflicts of interest met institutional-grade standards.
  - **Organisational Structure:** Changes to the organisational design, including the creation of centres of excellence for functional areas to centralise expertise and consistency, and enabling the firm to attract the best people from the industry.

## TRANSFORMATIONAL OUTCOMES & FUTURE RESILIENCE

The client is a well-established private credit firm managing significant capital in the commercial real estate sector. The business was originally established to fill the gap in credit availability as banks reduced their exposure to the sector, historically targeting High Net Worth (HNW) investors and Institutions (both domestically and globally) through closed-ended funds and special purpose vehicles (SPVs). The firm saw itself as a significant non-bank lender, therefore invested in building strong origination and credit assessment capabilities, leading to a track record of providing attractive and robust returns.

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## LESSONS LEARNED / ADVICE

The client's experience offers valuable advice to other firms in the private markets. Be brave and stay the course when undertaking deep transformation. View the process as one of continuous improvement and don't be afraid to refine or evolve the model as the environment, expectations or market conditions change. In an environment of evolving market maturity and increasing scrutiny, you simply can't kick the can down the road, or you will get left behind.

Mavin Advisory Group is a specialist investment and wealth management consulting firm that provides tailored solutions to meet the unique needs of its clients. Founded by industry experts with a deep understanding of the evolving financial landscape, Mavin delivers compelling insights and innovative solutions to help clients achieve their strategic goals.

