



MARLIN HAWK

Marlin Hawk Industry Pulse

The Future of Asset Management:

A Global Perspective on Private

Markets, Platforms and Talent

Asset Management at a Global Inflection Point

Asset management undergoing structural change driven by private markets, platforms and consolidation

01

02

Retail, wealth and institutional channels converging globally



03

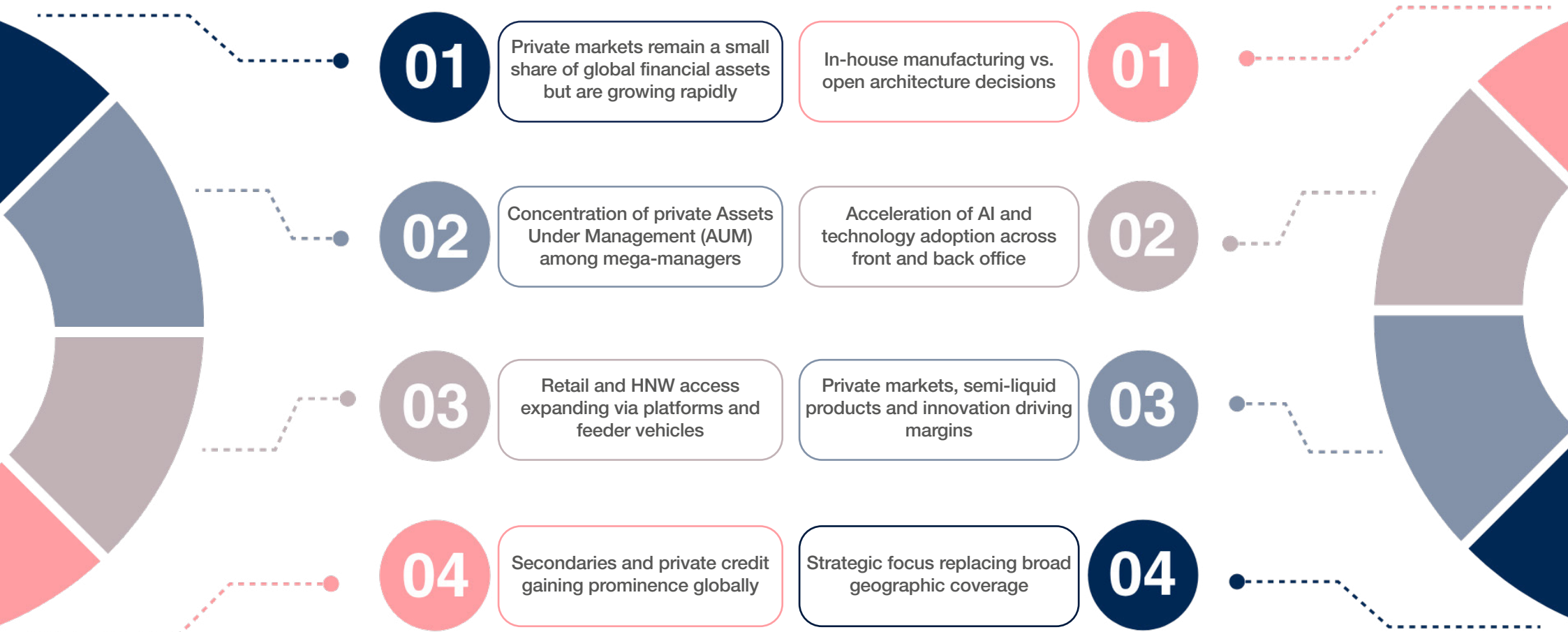
04

Alternatives and private assets reshaping growth profiles

Scale, technology and distribution increasingly decisive

Private Markets: From Institutional to Mainstream

Macro Forces Reshaping Asset Management



Technology & Platforms

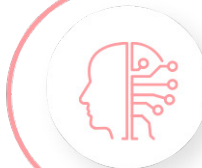
01

Shift from incremental upgrades to platform re-architecture



02

AI supporting portfolio construction, client engagement and productivity



03

Fintech and fund platforms enabling faster market access



04

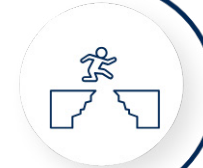
Technology now core to asset manager competitiveness



Consolidation and the Scale Divide

01

Gap widening between trillion-dollar managers and sub-scale firms



02

M&A increasingly focused on buying private market capabilities



03

Distribution scale and technology driving consolidation



04

Partnerships emerging as an alternative to outright acquisition



North America

- Largest private markets ecosystem globally
- Strong institutional and wealth demand for alternatives
- Technology-led scale advantages for mega-managers
- Registered Investment Advisor (RIA) and wealth channels increasingly influential

Europe

- Mature institutional markets with margin pressure
- Strong focus on consolidation, cost efficiency and scale
- Private markets and infrastructure key strategic priorities
- Regulatory environment shapes product and distribution strategy



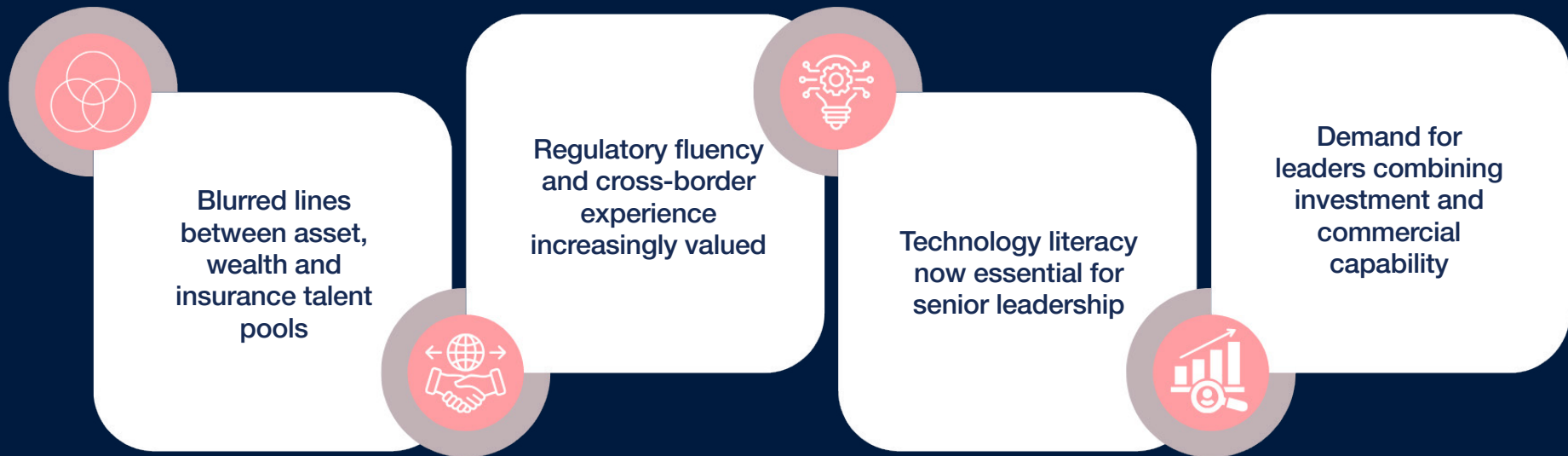
Middle East & Latin America

- Rapid asset accumulation and sovereign-backed flows
- Rising appetite for private assets and real assets
- Cross-border partnerships key to market entry
- Distribution often relationship and platform-driven

Asia-Pacific

- Fastest-growing region for asset management flows
- Private markets and wealth channels primary growth engines
- Onshore China and Japan reform driving selective expansion
- Partnership-led distribution increasingly dominant

Talent Implications for the Industry



Our talent solutions help leaders respond to the **rapid transformations** taking place across global industries.

01 Executive Search
Build sustainable and diverse leadership teams for long-term success

4 - 6 Weeks

02 Strategic Intelligence
Advise on the organizational strategies and structures to help bring next generation talent on board

Compensation Analysis

4 - 6 Weeks

Structural Analysis

8 - 10 Weeks

Talent Analysis

Up to 18 Months

03 Interim Management
Catalyze transformation with temporary hires to fill immediate talent gaps

2 - 3 Weeks

About Marlin Hawk

Marlin Hawk is a global leadership advisory firm specializing in executive search, strategic intelligence, and interim management. For over 20 years, we've empowered our clients with data and insights to make diverse, inclusive and impactful leadership decisions. One globally connected team, we are headquartered in London with offices in New York, Denver, Toronto, Chicago, Amsterdam, Dubai, Singapore and Hong Kong. Unconstrained by a one-size-fits-all approach to both clients and candidates, we build relationships with care and attention to detail, while delivering at pace.



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