

How digital ecosystems are transforming private markets fund operations

In this episode of our Alternative Insight podcast, [Oliver Sinclair](#), Director of Technology - Markets at Aztec Group, is joined by Pavandeep Wakem, Head of Strategic Operations at Investec, and Tom Brewer, Partner at Alpha FMC, to explore how digital ecosystems are transforming operating models across private markets.

The conversation examines what it takes - both technically and organizationally - to build private markets systems that are integrated, scalable and genuinely useful in practice. A central theme throughout is that the greatest opportunity lies not in replacing people, but in augmenting human expertise with better data, smarter workflows and more connected technology.

You can watch the full episode here:

Highlights from the conversation:

Digital ecosystems are about more than technology alone - they depend on the interplay between data systems, workflows, governance and people across the operating model

Interconnectivity unlocks success - without strong integrations, common data standards and effective orchestration, firms risk creating friction rather than efficiency

Data foundations are the real enabler of AI - structured, accessible and well-governed data is the bedrock if firms want AI tools to deliver scalable, cost-effective value

Augmentation is the real prize - AI tools free skilled professionals from repetitive tasks so they can focus on analysis, judgment and client relationships, which are the building blocks of better business

Adoption is as much a human challenge as a technical one - success depends on trust, behaviour change, end-user needs and close alignment between business and technology teams.

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