

# Luxembourg Times: Spotlight on mid-market PE differentiation

We've been featured in the [Luxembourg Times](#), with [Sean Barrett](#), Director in our Private Equity team, sharing his perspective on how mid-market GPs can stand out in a consolidating market.

In the article, Sean explores a clear strategic choice facing independent managers: compete on scale, or double down on what makes them different.

While capital is increasingly flowing to large, multi-strategy platforms, the piece reinforces that mid-market GPs don't need to replicate scale to compete. They need to sharpen their edge.

## Mid-Market PE: How GPs can differentiate in a crowded market

As the modern trend of capital being concentrated on larger platforms continues, independent mid-market GPs face a defining strategic question: do they compete on someone else's terms or sharpen the qualities that made them successful in the first place. Sean Barrett examines how mid-market managers are retaining their relevance for investors.

Mid-market managers face an existential threat. An increasingly volatile market is pushing LPs to stick to relationships with managers they know well, or pledge capital to global, multi-strategy managers with large reputations and performance histories. Meanwhile these global institutions are expanding their businesses through acquisitions and platform build-outs, meaning the future for PE mid-market managers - perennially the engine room of private equity markets - is looking fraught.

However, the race to scale is taking place against a positive backdrop for growth in private markets. Preqin's Private Markets in 2030 report notes that private fund assets under management (AuM) is forecast to reach \$25.8 trillion as of 2030, compared to \$13.8 trillion as at the end of 2024. Of this projected total, private equity will account for \$11.8 trillion. Meanwhile Monterey reports that

Luxembourg now accounts for 62% of private fund assets in Europe, with structures administered in the Grand Duchy growing in value of capital committed by \$1,206 billion since 2022.

Times are hard, but not terminal. Mid-market managers can still thrive, but they need to double down on the attributes larger platforms often struggle to reproduce consistently: genuine specialisation, tighter alignment, closer portfolio oversight and faster, more accountable decision-making.

## **Fundraising is concentrating at the top**

Despite the promise of growth ahead, the current fundraising environment remains challenging. PEI's Private Funds CFO Insights Survey 2026 confirmed this with only 35% of respondents saying they closed their latest flagship fund in 2025, while a mere 5% were in the process of raising their first. As a result, most CFOs surveyed were planning to launch new funds within the next two years, with over 64% expecting these vehicles to be larger than previous ones.

This drive towards greater scale is fuelled by more detailed investor demands and a strong sense of impending industry consolidation, as evidenced by 78% of respondents expecting increased M&A activity among fund managers in the coming year.

Meanwhile, the PEI 300 rankings reaffirm that giants like KKR, EQT, and Blackstone are capturing the lion's share of global commitments, with massive five-year fundraising totals. Europe has seen similar momentum: EQT closed the \$23.7 billion EQT X fund in 2024, one of the largest buyout funds of the cycle, reinforcing the point around LPs gravitating to scaled institutional platforms, a trend which impacts mid-market GPs in three ways:

1. LP attention is limited and so investors are reducing the number of GP relationships they can effectively monitor.
2. Distributions only recently began to rebound, making LPs more selective about where to re-up capital.
3. Managers without scale or a differentiated style face lengthening fundraising cycles and smaller closes.

Despite this challenge, mid-market funds with specialist expertise and strong

historical returns continue to raise capital and it's clear that LPs are not abandoning those managers they trust. However, they are becoming far more selective when considering new managers. This means mid-market managers need to capture and hold the attention of these LPs through differentiation.

## **Independence versus scale is now a strategic choice**

Consolidation in private markets is no longer cyclical; it's structural. Large platforms are broadening capabilities through acquisition, while LPs are raising the baseline on reporting, governance and responsiveness. However, for mid-market GPs, the case for independence remains strong. Smaller teams can exercise tighter control over a concentrated set of positions, understand their investments in greater depth and respond more quickly to LP questions. Simpler structures can also reinforce investment discipline and accountability.

In a more discriminating market, returns remain the only currency that truly matters. Independent mid-market GPs cannot compete with mega-funds on breadth or balance sheet. They must showcase how their unique approach and track record can repeatedly find alpha.

That showcase usually begins with specialisation: sector, regional or strategy expertise that larger platforms struggle to pursue with the same intensity. It's reinforced by culture and incentive alignment, with partnership structures that preserve accountability and management economics that remain meaningfully tied to performance. Diversification is another important proof point. Even in the SME and lower mid-market, portfolio spread across sectors remains one of the clearest protections against idiosyncratic shocks and black swan events. LPs are looking not only for upside, but for evidence of how capital is protected when conditions deteriorate.

Communication is equally important. LPs have little tolerance for unpleasant surprises, whether in the form of abrupt risk re-ratings or delayed disclosure of problem assets. Early, candid communication on emerging issues, backed by timely data and credible action plans, is increasingly a marker of manager quality.

Operational readiness sits beneath all this. LPs increasingly expect managers to

answer shock questions quickly, provide flexible scenario analysis and maintain portfolio monitoring systems that go well beyond spreadsheets.

## **3 priorities for GPs doubling down on differentiation**

Independent mid-market GPs still possess real competitive advantages: the ability to originate in narrower pockets of the market, stay closer to management teams and respond faster when portfolios come under pressure. But in the current environment, those strengths need to be articulated more deliberately. Three priorities stand out:

### **Leading with true differentiators**

LPs are still prepared to back mid-market specialists, but the standard is higher. Managers need to demonstrate the depth of their niche, showing the repeatability of returns, the discipline of underwriting and the quality of alignment inside the firm. GPs should be able to show:

- A niche or specialist focus that larger platforms struggle to pursue at scale
- A track record that demonstrates returns and credit discipline across cycles
- Clear cultural and economic alignment between the firm, its investment teams and LPs
- That proposition becomes more persuasive when it is supported by data-backed evidence and a high-quality LP experience

### **Deepening LP relationships through communication and data**

Relationship depth now extends well beyond fundraising cycles. LPs expect regular off-cycle engagement and data that can be interrogated quickly when conditions change. GPs should be:

- Communicating emerging issues early, with no surprises for LPs
- Maintaining regular dialogue and transparency beyond active fundraising periods

- Building data and monitoring systems that can answer LP questions quickly and accurately
- Re-ups remain the clearest proof point of relationship strength, and they increasingly depend on how well a GP communicates under pressure

## **Showing resilience in portfolio management and operations**

The underlying LP question is straightforward: can this manager spot problems early and respond decisively to protect capital when markets turn? That places both portfolio management and operating infrastructure under greater scrutiny. To do this GPs should:

- Proactively engage with underperforming assets rather than relying on delayed intervention
- Have access to specialist portfolio, restructuring or legal support when stress emerges
- Diversify across sectors to reduce exposure to idiosyncratic shocks
- Have systems and processes that support fast, accurate responses to LP and macro risk questions

Meeting that standard consistently is difficult without technology that enables real-time data access and specialist teams that understand LP reporting requirements across jurisdictions.

## **Independent GPs do not need scale to be compelling**

The rise of mega-funds and the acceleration of consolidation are undoubtedly making life harder for mid-market managers. The opportunity is not to imitate scale for its own sake, but to compete through sharper specialisation, closer portfolio oversight, stronger alignment and better communication with LPs. Put simply, it's about dialling up what made them successful in the first place.

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