

# The Attributes of Conviction-Rich Emerging Fund Managers: Implications for Private Equ

The 2025 Autumn Governance Series: Archetypes of Alpha



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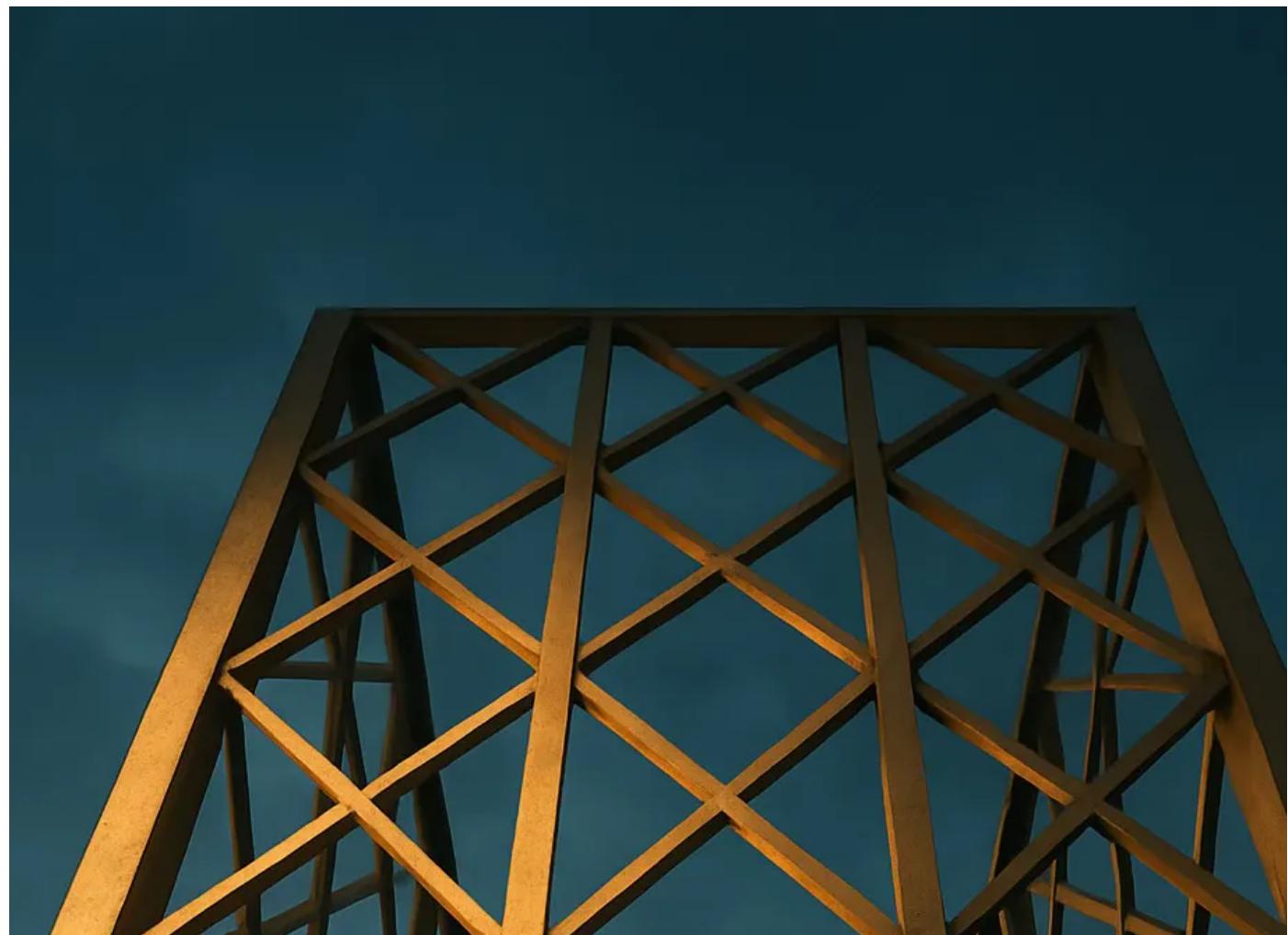


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The [Allocator One Alpha Report 2025](#) distilled years of data on nearly thousand emerging managers across sixty-eight countries into a striking finding: the managers most likely to generate repeatable alpha fall into distinct archetypes. These are Operators, who rely on fast empathy and execution; Geographical players, who exploit local edge and policy scaffolding; Community builders, who create durable trust networks; and Ultra-niche experts, who demonstrate contrarian depth in overlooked

sectors.

This conclusion challenges the conventional logic of limited partner allocation, which often defaults to pedigree. Traditionally, allocators place disproportionate weight on whether a manager comes from a brand-name school, a blue-chip spinout, or a household-name fund. Yet the evidence increasingly suggests that conviction archetypes, not pedigrees, are stronger predictors of persistence and outperformance. The Report itself notes that conviction-rich managers displayed higher and more consistent returns than their generalist peers.

In this essay, the four archetypes are not presented as promotional features but as interesting signals. Each section considers how they apply to private equity through a governance lens, asking whether corroborating empirical research supports their value and how investment committees might integrate these insights into diligence.

## **Operators: Fast Empathy and the Power of Execution**

Operators are defined by their ability to turn hands-on business experience into investable theses. Their distinguishing quality, described in the Report as “fast empathy,” refers to the capacity to diagnose bottlenecks swiftly based on the challenges they have lived through them. An operator who has hired engineers, sales teams, or navigated supply chain breakdowns can identify with founders or management teams more quickly than a purely financial investor. Their empathetic fluency often translates into decisive, confident action.

Empirical studies of buyouts consistently demonstrate that operational creation explains the bulk of abnormal returns, far outweighing the effect of financial engineering.

leverage. Margin expansion, productivity gains, and working capital improvements have been shown to drive sustainable value. Buy-and-build strategies reinforce this advantage, allowing operators to roll up small businesses into platforms where efficiencies and pricing power can compound. One illustrative example comes from Vista Equity Partners, where disciplined playbooks around SaaS pricing and retention have become canonical case studies of operator-led alpha creation.

In the private equity landscape, operators are most evident among turnaround specialists, buy-and-build strategists, and carve-out funds. Independent sponsors often begin here, proving their operational chops on a deal-by-deal basis before raising institutional capital. For investment committees, the governance implications are clear: operational claims should be tested rigorously. Committees should demand baseline audits of key performance indicators such as EBITDA normalization and churn, insist on quarterly dashboards that monitor progress, and separate operational improvements from multiple expansions in attribution frameworks. External validation from sector specialists should be brought in whenever possible.

In the current market, operator-led funds are particularly well-positioned. With global buyout activity rising sharply and dry powder at record highs, allocators are skeptical of financial engineering. Funds that can generate genuine operational value are more likely to deliver durable returns, making the operator archetype central to the future of private equity governance.

## Geographical Players: Local Edge and Policy Arbitrage

Geographical players build conviction from their embeddedness in

undercapitalized or overlooked regions. Their edge comes from understanding local contexts, navigating policy scaffolding, and translating these into investable opportunities. This form of conviction is especially relevant in a world where national mandates and industrial policies are reshaping investable ecosystems.

Empirical research on emerging and frontier markets has shown that while dispersion is higher, the long-term return potential of regional funds is compelling. Median internal rates of return in frontier markets often reach the mid-teens, though the gap between top- and bottom-quartile funds can exceed twenty percentage points. The primary driver of this spread is governance uplift. When local GPs introduce independent boards, transparent audits, and shareholder protections, portfolio companies reduce risk and increase valuations. Syndication networks provide an additional layer of resilience, mitigating the information frictions that plague distant or thin markets.

An illustrative case comes from India's fintech ecosystem, where funds leveraging the government's Unified Payments Interface rails translate policy scaffolding into rapid growth. These managers combined local knowledge with regulatory tailwinds, creating durable corridors of alpha. In private equity more broadly, geographical players include region-specialist buyout funds, sovereign-aligned vehicles, and GP partnerships with development finance institutions.

From a governance perspective, investment committees should overlay their theses with national policy matrices, ensuring alignment with durable and well-backed initiatives. They should track governance adoption through scorecards and

measuring board formation speed and audit practices, and they should test fund theses against political risk scenarios such as devaluations or regulatory reversals.

In today's market, as global allocations retreat from China but flow into India and MENA, geographical specialists are especially well positioned. They can turn capital scarcity and policy momentum into sustained outperformance if governance standards are embedded from the outset.

## **Community Builders: Durable Trust and Network Capital**

Community builders are defined by their ability to create ecosystems—networks of founders, investors, and influencers—that precede formal formation. Their advantage lies in social capital, which compounds into deal flow and privileged access. In a market where continuation vehicles, investments, and club deals increasingly depend on trusted relationships, this archetype is gaining prominence.

Research from venture capital has long shown that well-networked funds achieve higher returns and greater exit probability. Syndication networks reduce risk, accelerate learning, and improve survival rates for portfolio companies. In private equity, these dynamics play out in continuation vehicles and club deals, where access often hinges on the durability of trust networks.

An example can be found in Insight Partners' continuation vehicles, where deep syndication depth and trusted relationships enabled rapid fundraising and priority access to high-quality assets. These instances illustrate how communities convert into capital advantages.

For governance, committees should demand transparency around sync patterns and co-invest allocations, including how broken-deal economics are distributed. They should also monitor overlap concentration metrics—measures of how frequently the same co-investors appear across deals, a proxy for diversification versus redundancy. Assessing a manager's community reach, whether through platforms, newsletters, or founder referrals, provides further insight into the durability of their edge.

In a secondary market that surpassed one hundred billion dollars in the first half of 2025, community builders hold a distinctive advantage. Relationship-driven access determines who sees which opportunities first, making community an investable attribute that committees must learn to evaluate systematically.

## **Ultra-Niche Experts: Contrarian Depth in Overlooked Sectors**

Ultra-niche experts distinguish themselves by their deep fluency in core or misunderstood sectors. They scale conviction before validation, entering early into domains such as AI infrastructure, biotech, climate resilience, and defence. Their value lies in their ability to translate technical or regulatory complexity into investable theses at a time when others hesitate.

Empirical evidence consistently supports the case for specialists. Across multiple benchmarks, sector-focused funds outperform generalists by 200 basis points annually. Healthcare and IT-focused funds in particular show strong persistence. Multiples of invested capital among specialists are significantly higher, often in the range of 2.1 to 2.3 times, compared to

2.0 times for generalists.

An illustrative example comes from healthcare IT, where specialist fund managers investing early in revenue cycle automation businesses outperformed generalist peers by anticipating regulatory shifts and adoption trends. managers demonstrated how deep sector conviction can produce durable outperformance.

For private equity allocators, ultra-niche experts map to sector-specialized buyouts, energy transition strategies, and industrial automation plays. Governance committees should demand benchmarking of sector-specific performance indicators, such as net revenue retention in SaaS or clinic throughput in healthcare. They should ask for playbook evidence demonstrating repeatability across cycles and verify that specialist talent is embedded within the GP team.

In a secondary-driven environment, ultra-niche experts are uniquely advantaged. Their expertise allows them to distinguish overpriced contrarian assets from genuinely undervalued contrarian opportunities, making them an essential archetype for allocators to recognize and underwrite.

## **Cross-Archetype Insights: Overlap Multiplies Conviction**

The most compelling managers often embody more than one archetype. An operator with ultra-niche expertise in biotech, a geographical player with a regional focus, and also a community builder in Latin American fintech, or an operator-community blend leading industrial roll-ups each demonstrate how conviction compounds. When operational depth, network centrality, and sector specialization overlap, persistence of outperformance strengthens.

From a governance lens, recognizing these overlaps is crucial. Commit should not treat archetypes as silos but as intersecting dimensions of conviction. Overlap suggests resilience because it combines multiple reinforcing sources of edge.

## **Governance Frameworks for Underwriting Archetypes**

For investment committees, the practical question is how to adapt diligence to capture these conviction attributes. Operators should be assessed through KPI-linked attribution frameworks and independently validated operational cases. Geographical players should be judged against national policy orientation and governance adoption metrics. Community builders should be evaluated through syndication transparency and overlap analysis, while ultra-niche experts should be tested through sector KPI benchmarks and specialized playbook validation.

A comparative framework helps institutionalize this approach:

*This table is not prescriptive but provides a starting point for ICs to ensure conviction attributes are considered systematically in manager selection monitoring.*

## **Sidebar: Conviction & Networks Toolkit for PE Committees**

From the analysis above, I have created the following toolkit that helps fiduciaries go beyond pedigree by scoring GPs across seven lenses—of geography, specialists, community, CV risk, governance, and hype vs conviction—delivering IC-ready reports with red flags and questions. [here.](#)

## **Conclusion: Conviction Archetypes as a Fiduciary Lens**

The four conviction archetypes—operators, geographical players, community builders, and ultra-niche experts—offer allocators a practical framework

thinking about alpha generation. Each archetype represents a repeatable pattern that traditional pedigree screens often miss. By approaching them through a governance lens, investment committees can strengthen their ability to underwrite managers whose value creation comes from conviction rather than consensus.

The fiduciary imperative is not to replace traditional due diligence but to enrich it. Allocators should ask not whether a GP looks like past winners but whether the GP demonstrates conviction attributes that empirical research has shown to be durable. A practical first step would be to pilot a conviction archetype scoring rubric in upcoming diligence cycles, testing how open-mindedness, empathy, local edge, community trust, and specialist depth appear in GP decks and IC memos.

By embedding these attributes into governance frameworks, committees can move beyond pedigree and toward conviction. In doing so, they stand a better chance of capturing durable, compounding alpha in a market where consensus capital often chases size and brand rather than substance.

## Footnote

“Analysis informed by the [Allocator One Alpha Report 2025](#), which studied nearly 1,000 emerging managers across 68 countries.”

The insights from conviction archetypes in private equity—operators, geography specialists, community builders, and ultra-niche experts—will inform directly with the governance frameworks I explore in [Shaping the Next](#).

*Decade.* Both argue that boards and committees must move beyond pe and static benchmarks, learning to underwrite conviction edges while managing new risks introduced by AI, regulation, and systemic concen What begins as a framework for today's investment committees—scori conviction and networks—becomes tomorrow's blueprint for fiduciary governance in an era where human alpha, algorithmic judgment, and l horizon policy priorities intersect. Available for [purchase here](#).

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