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Odyssey's Quarterly Buyside Newsletter – Q1 2017

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In this first Newsletter of the new year, we reflect on the year gone by, what we've seen in the alternatives space and its implications for talent and hiring. We focus on growth equity and private credit, two areas where the hope is that 2017 will build on the successes of 2016. We take a first look at the new class of investment banking analysts, dive into firm mentoring and note people who'll be starting off 2017 in new seats, in our people moves sections.

We hope you find it useful. All the best for a happy and successful year,

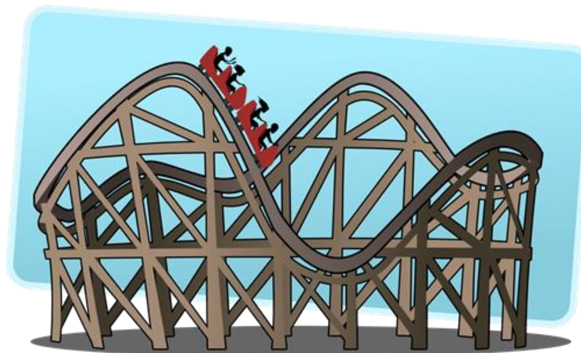
The Odyssey Search Team.

In order for this newsletter to be as informative and useful to you as possible, we'd love your feedback and suggestions for topics. If there are industry questions you're looking for answers on, please let us know and we'd be happy to explore and discuss in future distributions! We're also happy to discuss compensation with you.

Suggestions Welcome

2016 Investment Management Year-End Review

2016 was a year of surprises, both on and off Wall Street. From plunging oil to rising interest rates, from slumping hedge funds to surging PE, from Brexit to Trump to DOW approaching 20,000, 2016 certainly had an impact on the alternative asset classes.



Some key takeaways from the year:

1. For Hedge Funds: A Year To Forget

2016 was a tough year for hedge funds. The industry saw its largest outflow of assets since 2009. Fund closures brought the total number of HFs (hedge funds) to below the 10,000 mark including notable cessations Perry Capital and Blackstone Senfina. Also, firms like Tudor and Brevan Howard reported significant lay-offs. Industry insiders point to a burgeoning trend of institutional investors eschewing the high-stakes HF game in favor of safer investment styles.

According to Eurekahedge, the average hedge fund gained a paltry 3.5% by mid-December. The HFRI Fund Weighted Composite Index rose 4.45% through the end of November, with Macro funds finding 2016 to be an especially difficult year. To put those numbers in comparison, the S&P rose 9% on the year, thanks in part to a post-Election Day bounce.

In addition to the dwindling returns, investors have begun pining for lower fee structures. As one source at an allocator told us, "1.5 and 15 has replaced 2 and 20 as the new normal." Over the next 3-5 years, about half of all HF investors are expected to shift to other alternative investments such as real assets, private equity and long-only funds. Currently only a small percentage of hedge funds offer such products.

Despite all the doom and gloom in the hedge fund industry, there were some bright spots to keep an eye on. Clearly benefiting from the late-stage commodities rally, Distressed funds rose 19.7%, tallying their best performance since 2003. The HY Index also rose 17%, and Event-Driven funds were up 11% on what turned out to be a highly eventful year. This post-Election rally has been reflected in an interest in hiring, and here at Odyssey, we had one of our busiest Decembers on record.

While some big names like Ray Dalio and John Paulson saw flat returns at best – and double-digit losses in many cases – those who employed strategies focused on macro trends and equity long-short faced more red than anyone. The double-edged sword of swollen stock-market valuations and ultra-low interest rates did quite a number on this asset class. However, all is not lost: HFs might be in for a rebound year in 2017, given the surprise victory of U.S. President-elect Donald Trump. With policies that are expected to increase interest rates, produce a wider dispersion in earnings across industries, and trigger more merger activity, there may yet be a silver lining on the coming horizon.

2. For Private Equity: A Year To Remember

As markets face a plethora of uncertainties going forward, including geopolitically given the rise of populism/nationalism in Europe and the U.S., private equity (PE) has continued to shine, given its tradition of outperformance during times of sociopolitical transformation.

Industry titans such as Blackstone, Carlyle, and KKR exemplify the stellar year PE has had. Blackstone's private equity division reported Q3 economic income of $132.1 million, while the Carlyle Group's PE holdings rose 3% over that same time frame. And KKR reported revenues of $549 million for its PE division, as compared to $12 million in Q3 2015, and $453 million in Q2 of this past year. KKR's portfolio valuation also rose 5.8% YoY in Q3, and 13% YTD (ending September 30, 2016).

Indeed, the relatively slim margin between PE fund performance and that of public indices over the past several years is primarily due to the rally that has taken place in public markets. Should that rally reverse itself, which many insiders feel is not only possible but likely, PE will outshine its public equity competitors. Therefore the industry – with its long-term outlook – remains a hedge against public market volatility.

3. For Credit: A Year For The Books

2016 was a banner year for private credit. The private credit industry dominates HSBC's performance list, outperforming its peers and posting historically high gains in the process. More about this in an article below.

Distressed credit lost 10% in 2015 but rose this past year over 14.2%, according to the Barclays Distressed Securities Index. Big winners in the category include Jason Mudrick's $1.4 billion Mudrick Distressed Opportunity Fund, up 35.5% YTD, Jon Bauer's $2.3 billion Contrarian Capital Fund I, up 21.91% for the year and Richard Deitz's $3.47 billion VR Global Offshore was up 15.12%.

One category that posted historical gains is Emerging Markets Credit Long Short. After a dismal 2015 in which the category rose only 0.19%, with almost no fund delivering double-digit performance, the EM Credit L/S funds surged an average 11.47% for the year. Xiao Song's $828 million Contrarian Emerging Markets Offshore Fund led the pack, up 23.65% - beating its average annual return by nearly 90%. Not far behind was Job Campbell's Hong Kong-based $148 million IP All Seasons Asian Credit Fund, up 22.59%, almost tripling its average annual of 7.28%.

Credit Long Short Funds – both domestic and global – in themselves were big winners, with U.S. funds offering 10.64% returns on average, and international funds not too far behind at 7.46%. 2015 returns stand at 0.76% and 1.41%, respectively.

Conclusion: Hiring Implications For 2017

Everyone loves to start a new year off optimistically, and 2017 is no different. With looming tax cuts and infrastructure spending, a continued rise in rates, and lower regulatory burdens on the horizon, there is plenty of fuel out there to rev those economic engines. As Louis Bacon said, "The recent election in the United States has, in our view, launched nothing short of a sea change in the potential opportunity set for trading markets globally."

Continued activity in the PE sector – especially in growth equity investing *(see 'Growth Equity's Growth Spurt' in this quarter's edition)* – means more hiring in both PE and private credit across the board. Within Long/Short Equity, hiring trends will vary by sector, but expect to see bullishness in financials, industrials, and consumer sectors, in addition to those focused on emerging markets. And while junior-level recruitment was a feature of the nervousness of the previous two years, when firms were cautious about making more senior/expensive hires, we're beginning to see more Senior Analyst/Sector Head/PM roles looking to be filled.

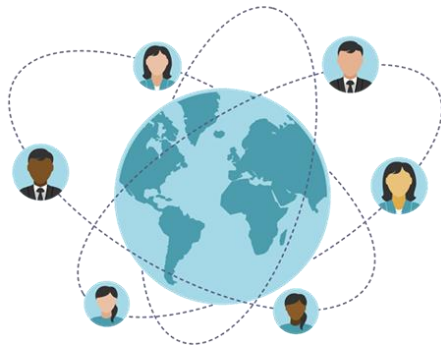
All in all, 2016 was a wild, up-and-down ride. Here's hoping for smoother sailing – and even brighter horizons – in the year ahead.

Hedge Fund Moves

Name	Joining	Leaving
Barbara Gao	Hudson Bay Capital Management	Visium Asset Management
Christopher Bonanni	Nokota Management	Balyasny Asset Management
Cyrill Sourski	Davidson Kempner Capital Management	Perry Capital
Diego Cisneros	Caxton Associates	Serengeti Asset Management
Eric Liu	Ruane, Cuniff & Goldfarb Inc	GMO
Todd Reese	T.Rowe Price	Trian Fund Management
Jason Israel	Arena Holdings	SPO Partners
Jason Zhang	Ghost Tree Capital	Visium Asset Management
Joshua Sigmon	Axar Capital Management	Mount Kellet Capital
Michael Adams	Balyasny Asset Management	Sandler O'Neill
Moiz Khan	Fir Tree Partners	Warburg Pincus
Rick Kraemer	BlueCrest Capital Management	Weiss Multi-Strategy Advisers
Tim Michael Bliss	Clearfield Capital Management	Jana Partners

Note: We came across these moves in the course of our business; they do not include Odyssey placements, respecting the confidentiality of our candidates and clients.

Class of 2016 Banking Survey: Global, Mobile, and PE Hopeful



In Dec 2016/Jan 2017, Odyssey Search Partners surveyed nearly 500 1st year bankers. Most are working in the top 20 banks – both bulge-bracket and boutiques alike.

We've noticed some interesting trends, which we've detailed for you below.

Hedge Fund Slide Continues

In our survey last year of current banking analysts (the banking classes of 2014 and 2015), 45% were most interested in PE, versus 24% most interested in HFs. That preference for PE has intensified for this year's class, who appear to have picked up on the present malaise wafting through the HF industry. They are increasingly interested in PE, and less so in HFs: as mentioned 74% of them said they were "very interested in Private Equity," and only 20% "very interested in equity HFs." (33% said they were "very interested in growth/VC" which is elaborated in an article that follows).

However, for some there is less of a distinction between asset classes and their interests are more driven by the day-to-day work process. As one banker noted, "I am interested in PE opportunities and certain Hedge Funds that have concentrated portfolios and employ extensive due diligence."

Though for many, a PE associate program represents a safe, well-trodden stepping-stone rather than an end in itself. Only 38% say they're planning to remain in PE in the long-term, and 11% noted that they view PE as a helpful step towards becoming a fundamental investor, and were ultimately interested in HFs.

The seriousness that these bankers are taking their financial careers was well-illustrated by one first year banker who noted, "I regularly read Barron's and other investment newsletters. My ideal weekend starts with a strong cup of coffee, a vague/new investment idea, and a stack of 10-Ks."

PE Eclipses Tech

Despite the rise of the machines, the 2016 Banking Class is more focused on the money that pays for all of those gadgets than they are in the gadgets themselves.

Only 15% said they are "very interested in corporate development or strategy" (in either a Tech or financial setting), whereas 74% are "very interested in Private Equity."

Attention on Retention

So, how are the banks' much-publicized efforts to retain top talent taking hold? Not as well as they'd like, it turns out.

Even with base salary increases and restrictions on working hours, only 57% of first-year bankers are currently planning to stay in their seats through the summer of 2018, while 30% claim they are prepared to make an even hastier exit should the right opportunity present itself.

Looking at the issue from another angle, we were amazed to discover that only 1% of those surveyed have plans to continue at their current firm as an Associate. Although in reality many more do stay on, such a low percentage indicates that the vast majority of investment bankers are simply out to build a skillset to take with them elsewhere, rather than committing to a career in investment banking.

Citizens of the World

Our survey found that the 2016 banking class truly epitomize the word 'global.'

Most are geographically mobile. While 45% "would like to stay in my current city," 54% are "flexible when it comes to geography for my next role." Not surprisingly, NY, SF and London were the top 3 locales where most first-years saw themselves in the future, though a smaller number said they were open to working in atypical locales like Austin, Denver and continental Europe (which may have more to do with lifestyle over the realities of investment firm locations).

Nearly half of respondents have some proficiency in a foreign language. The most common languages spoken are (in descending order): Spanish, Mandarin, French and Korean.

Interest in Continued Learning

A majority have business school on their minds. Even in their first year of student loan repayment, over 50% of respondents see themselves continuing their education with an MBA degree. We found this interesting, given the continued questioning of the value of the MBA, particularly in the investment space. It's probably best explained by one banker who told us "I'm in investment banking to learn the nuts and bolts of finance. I aim to keep on a steep learning curve throughout my career, and will make choices that best support that."

Conclusion

The clear preference for the 2016 banker class appears to be Private Equity, as the industry is viewed as a comfortable stepping-stone to a broad range of long-term careers. If banks and hedge funds are to improve their standing, they will have to make adjustments – the former to its quality of work/life balance, and the latter to its overall economic output. This class of first-years can truly be described as 'Citizens of the World,' indicating global tendencies at greater rates than previous classes. It's no surprise then that physical geography plays less of a factor in their decision making, while an MBA degree remains an important consideration.

It will be interesting to see if these trends continue into the investment banking class of 2017.

Growth Equity's Growth Spurt

The one-two punch of Brexit and Trump has brought that dreaded word to the forefront of everyone's lips – 'uncertainty.' Yet the word isn't so dreaded on some corners of the Street. Take for example, Private Equity. Private Equity is distinct from other investment classes in that it actually tends to thrive in times of uncertainty. As Gerry Murphy, Chairman of Blackstone Europe recently explained, "one of the great advantages of Private Equity is through a crisis or a challenge it can hunker down and play a long game." And according to PE insiders, the 'long game' is getting even longer as a certain segment of Private Equity investing is really starting to heat up… namely, Growth Equity.

Growth Equity's recent ascent can be traced to a distinct trend that happens to complement the rise of uncertainty, that we might call, 'The Rise of Longevity.' That is to say, as access to private capital becomes more abundant, companies are choosing to remain private for longer periods of time. This in turn affects the public equity market, as the later a company issues its IPO, the less volatility one can expect post-IPO, which of course makes the investment significantly less attractive. If this trend continues, we could see an increased softening in the IPO market, as investors flee the diminishing returns in favor of other high-risk plays. And as the IPO market softens, that in turn increases the likelihood that companies will continue to stay private. The whole thing is one giant, self-sustaining merry-go-round.

New Entrants

We have seen private equity behemoths such as Blackstone and KKR 'move back down the curve' into growth. We've also seen venture capitalists move from pure seed capital and early-stage capital to funding a later-stage pipeline. But interestingly there's also been activity from mutual fund giants BlackRock, Fidelity and T. Rowe Price, and also hedge funds.

In addition to Third Point and Valiant, one of the biggest players in this relatively nascent PE sector is Tiger Global. A so-called 'Tiger Cub' due to founder Chase Coleman's background at Tiger Management, Tiger Global proved its bona fides after netting $1B on the Facebook IPO of 2012. At the time, the firm owned 54 million shares of the company. In addition to Facebook, Tiger Global holds significant positions in prominent tech giants LinkedIn, Zynga, Eventbrite, and Warby Parker, among others.

Another 'Tiger Cub' that's been on the growth equity prowl for a while is Coatue Management. Captained by Philippe Lafont, the firm has established two PE funds in the last several years – Private Fund I & II – that focus on the TMT industry with investments in data-storage company Box, ride-sharing company Lyft, and hotel-booking app Hotel Tonight. Coatue also co-invests in Chinese tech firms through its Coatue Beijing Investment Fund (out of its new China office), and partnered with KKR to invest in Chinese used car auction company Uxin, in 2015.

Additionally, the prospect of deregulation lies further afield. Should the Trump administration repeal – fully or even partially – the onerous Dodd-Frank regulation that prevents banks from diversifying into PE, look for potential new entrants from the banking side like Goldman Sachs and J.P. Morgan.

Growth Equity = Growth Hiring

Given these big names and even bigger numbers, it's likely more firms will jump into the growth equity side of the pool, which means a hiring boom. We've identified two key recruitment patterns to keep an eye on for the year ahead:

1) Increased Competition for Senior Investment & Operating Talent – part of the investment process for a growth equity firm is determining if a management team has properly identified and implemented industry best practices. In order to make that determination, someone at the firm needs to know what it takes to grow and succeed in a given industry. So look for Senior talent with experience in major growth fields (TMT, Pharma) to be highly coveted. One example is the recent hiring of Dan O'Keefe at Apax. Once a growth-oriented firm, Apax shifted to the more traditional LBO model, but recently changed course and rejoined the growth business. To do this, Apax hired O'Keefe, given his growth experience in Software and Consumer Internet investing, most recently as a General Partner at Technology Crossover Ventures. We can expect similar Senior-level moves in the near-term, as more firms follow Apax's move.

2) Increased Emphasis on Hard & Soft Skills – the rise of growth equity means firms can add value not merely quantitatively, but through sourcing expertise as well. This requires that greater emphasis be placed on soft skills than might otherwise be the case. That means the analytical yet introverted Wharton grad with a 3.9 GPA might actually be passed over for the more well-rounded candidate from a lesser-known school (i.e. one who can crunch numbers and build a rolodex). We see firms like TA and Summit looking to hire juniors with these abilities. In some cases, we've seen firms cherry-picking undergrads to source with the aim of developing them into full-fledged investors over time.

Conclusion

With the rise of both uncertainty and longevity in the PE markets, it's clear that growth equity certainly has room to grow (if you'll excuse the pun). Expect to see firms adapt to this new normal through a variety of recruitment patterns that reflect a greater emphasis on soft skills, as well as stronger competition for those capable of exhibiting them.

Private Equity Moves

Name	Joining	Leaving
Amar Doshi	HIG Capital	Centerbridge Partners
Daniel O'Keefe	Apax Partners	Technology Crossover Ventures
Isaac Rosenberg	LightBay Capital	Avista Capital Partners
Jiten Sanghai	Strategic Value Partners	JLL Partners
Justin Kirkpatrick	Questa Capital	Angelo Gordon Company
Kwamena Aidoo	Cannon Capital	American Capital
Michael Wert	Longitude Capital	Warburg Pincus
Nathan Grosssman	Growth Street Partners	Mainsail Partners
Paul Drews	Tenaya Capital	Battery Ventures
Stephen Wolfe	Growth Street Partners	Mainsail Partners
Tony Ecock	Carlyle Group	Welsh, Carson, Anderson & Stowe

Note: We came across these moves in the course of our business; they do not include Odyssey placements, respecting the confidentiality of our candidates and clients.

Mentorship On Wall Street

On the hit HBO show, "Billions," down-on-their-luck traders at Axe Capital – a hedge fund supposedly modeled after Steven Cohen's SAC Capital – can sit with an in-house psychiatrist to work out their personal demons, all on the company's dime. In one scene, the psychiatrist – Wendy Rhodes – meets with a trader who's down 4% while his colleagues are all posting gains. Rhodes asks her client's prior year compensation. "7.2 million," is the response. She has him repeat the number multiple times while pounding on his chest.

While in-house psychiatrists – or 'performance coaches,' as they are often known on Wall Street – do exist (Point72, as Steve Cohen's new firm, employs its own, as do numerous other firms), the function hasn't become mainstream enough that we can call it a trend. A more ubiquitous form of performance coaching comes about through classic mentorship, in which junior analysts are paired with senior-level counterparts in an effort to increase engagement, retention numbers, performance metrics, and yes, even overall happiness. Within a bank, in the ideal scenario a senior trader meets regularly with junior traders, analysts, or

salespeople, and through a delicate mixture of proffered wisdom and lighthearted socialization, effectively navigates them through the treacherous waters of being a financial professional. But is that how the process really works, or is mentorship just a bunch of chest thumping with no real impact?

In researching this topic, we spoke with financial firms ranging from big banks like J.P. Morgan and Goldman Sachs, to money management firms like Lord Abbett, to hedge funds like BlueCrest. We asked respondents about their firm's mentorship practices and were surprised to discover a mixed bag of results.

Some firms, in particular the larger and more institutional, have a formalized mentorship program. J.P. Morgan matches its interns with both junior and senior-level mentors, so incoming freshman can learn the ins and outs of the investment game from ground troops (Analysts, Associates) and commanding officers (VPs, MDs) alike. Mentors are given a Starbucks card and told to share a coffee with their mentees every other week or so. However, once the internship process ends, so does the formal mentorship process, as things take on an informal tone thereafter. Given that bankers work such long hours, workers tend to associate with their team members, and gravitate towards others with whom they share a common bond, such as an external friendship or strong alumni network.

At D.E. Shaw, current employees are assigned to candidates during the interview process; their job is to meet with and get to know the candidate, and ultimately 'pitch' the firm to the candidates if they believe the person has the potential to become a successful employee. Those employees then continue to act as points of contact and follow up with the new hires periodically to check on their development.

However, in many firms they emphasize informal relationships over more formal procedures. "Culture building" efforts like firm-organized sports teams, supporting volunteering or even just sponsoring firm happy hours are designed in part for juniors to have the chance to interact with senior professionals, outside of formal settings like investment committees. As one Analyst who meets regularly with a senior-level mentor with whom he hit it off informally told us, "You can't really force someone to invest their time into helping out a mentee. In the end, the most successful relationships come about organically and not through the formal channels."

In other firms, people turn to HR for career-guidance, requests to move teams or relocate to another office. But it's with fellow investment professionals that juniors feel the most kinship, and they are very aware that it's the PMs and senior partners who ultimately determine compensation and promotions, and therefore these are the most desirable mentors. In return, mentors hope this leads to greater firm-engagement, loyalty and productivity. As one MD at a multi-billion dollar asset management firm told us in confidence, "It wouldn't make sense for anyone to invest time in you and not reap the benefits."

This 'mutual' relationship really comes to fruition when a founder effectively seeds a protégé. When Julian Robertson or Bill Ackman support one of their alumni as an investor, the 'mentorship' aspect of their previous relationship is effectively codified by their ongoing shared financial interests. Juniors are also aware that if the senior person were to leave to start their own fund or be in a position to hire in the future, the senior folks are likely to want the star performers that they have previously developed a relationship with.

In sum, mentorship of all kinds seems to work best when it opens channels of communication between junior and senior-level staff that might otherwise be overlooked. While the effects of mentorship can be difficult to quantify, the value that firms place on the practice remains clear. For juniors, especially in these turbulent times, mentorship can provide a lifeline. As one hedge fund analyst relayed to us, "Having a mentor has been really instrumental. There's so much turnover in the industry that you need to have allies who can watch your back and take care of you... In the beginning it's just a crapshoot, and the quicker you can latch on to someone the better." That's the kind of expediency that would make Bobby Axelrod proud.

Private Credit Moves

Name	Joining	Leaving
David Crescenzi	Apollo Investment Corporation	Deutsche Bank
David Petrucco	Backcast Partners	ex - Kayne Anderson Capital Advisors
Ed Cerny	Backcast Partners	ex - Kayne Anderson Capital Advisors
Felix Shabashevich	LStar	OakTree Capital
Hitesh Kumar	Orchard Global Asset Mgmt	UBS
Irene Stucke	MidCap Financial	Gladstone Companies
Joe Romic	Hancock Capital Management	American Capital
Jeff Schumacher	Varagon Capital Partners	American Capital
Sam Kwon	Varagon Capital Partners	American Capital

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Private Credit About to Play Its Trump Card

It's no secret that Private Credit has been enjoying a boom of late. The industry has surged over 25% in the past year, from $440 billion to $560 billion, according to a joint study by the Alternative Credit Council and Deloitte. But the question remains, will the good times for Private Credit keep on rolling, or are we on the verge of a pullback?

Well, like most things these days… the answer largely depends on Donald Trump.

The Trump Effect

Overall sentiment on Wall Street is that Trump's administration is about to put Dodd-Frank on the chopping block. One might assume this will embolden banks to rush into the private credit market, hurting industry profits as more lenders enter the fray. But don't start counting those chickens yet – there are a variety of reasons why a pullback on regulation may not embolden banks to instantly compete with private lenders – reasons pertaining to capital requirements and RWA, and proper staffing (or current lack thereof). So private credit might yet be facing another boom year, especially as relates to more junior lending, even in the face of deregulation in the financial markets.

As Peter Nolan from Antares recently explained, "I don't see the banks with a knife in their teeth saying this is what they've been waiting for. I don't know how wise it would be for them to speak and act well in advance of any clear change."

Prolonged Uncertainty

Private credit tends to do well during times of uncertainty, as traditional lenders stockpile assets and await any market shake-ups or regulation overhauls. Private lenders have more versatility than their traditional counterparts and aren't subject to the same stringent oversight laws. And with the one-two punch of Trump and Brexit in our collective rearview mirror, there certainly is a whole lot of uncertainty on the horizon.

Currently, traditional lending is less profitable in the U.S. due to the significant capital requirements imposed. But if this were to change, banks will be even more eager to participate into the lending game. Also as interest rates continue to rise, the space will become more attractive and new entrants will be enticed. However, the increased level of competition is not going to be uniform. It's likely the banks will focus on the most senior tranches of debt. This will leave room for private lenders to focus on more junior lending (2nd lien, mezz etc.) which will fly under the radar of the big banks who lack the risk appetite and operational nimbleness to do these deals.

If the big banks do re-enter the market in a big way and gobble up the major loans, it doesn't necessarily spell doom for the private credit firms. There may be opportunities to coordinate with the big boys and the most forward thinking of the bunch may even partner with banks on deals, for example by offering 2nd lien and mezzanine financing on top of a bank's senior loan obligations.

Key Hiring Trends

Although the outlook is still uncertain, based on the above we can expect three key private credit hiring trends to pick up steam in 2017:

1) Increased Sell-Side Opportunities – as banks enter the fray, especially in the upmarket and true mid-market, they will re-staff up. This will create turbulence in the hiring markets and increase demand for experienced talent.

2) Increased Focus on Lower Mid-Market – those firms capable and experienced in the lower middle markets (EBTIDA < $10MM), and potential new entrants, will need originating and executing talent so they can devote sufficient resources to these smaller deals.

3) Growth in Mezzanine Funds and Junior Capital Lenders – expect to see firms build out their junior debt platforms to build capability as competition grows fierce. That spells good news for those who can add value on this side of the food chain.

Conclusion

The majority consensus on The Street is that a Trump administration will scale back Dodd-Frank, if not fully repeal it. Whatever action they take is likely to spur banks into the private credit market, but don't expect too much, too fast. Even though a previous generation of bankers have experience in this area, for now banks will likely inch their way into this new territory, given the capital requirement hurdles they must first overcome and the need to rebuild depleted teams. However, as banks do begin to trickle in, expect private credit firms to begin to shift their focus to the lower mid-market in an effort to stay competitive. As the market adjusts, it will be interesting to see who survives, who thrives, and who is left ruing the day Trump got elected.

New at Odyssey

We are pleased to announce the arrival of Rachel Kaplove to Odyssey. Rachel joined us in January 2017. Before this, Rachel was a Senior Recruiting Associate at a New York-based boutique search firm, placing investment professionals into top-tier buyside firms across equity, credit and macro strategies. Earlier on in her career, Rachel worked in campus recruiting at both Credit Suisse and Moelis & Company. She grew up just outside of San Francisco and came to the East Coast for college where she received a Bachelor of Fine Arts Degree with Honors from New York University. Outside work, Rachel enjoys New York's restaurant scene, theater and doing competitive yoga (yes, there is such a thing).

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