

# 1. Executive Summary

Funds of funds have traditionally been a significant source of capital for private equity real estate fund managers, as well as providing access to the asset class for investors that lack the resources, finance, knowledge or experience required for manager selection and committing to funds directly. Following the financial crisis, however, fund of funds managers have found it just as difficult to secure commitments for their funds as direct managers across the real estate fund spectrum.

## Fundraising Market

Private real estate fundraising remains a challenging prospect, with the difficult market conditions of 2009 and 2010 continuing into 2011. Managers are launching fewer funds, targeting less capital than when the industry was at its peak (2006-08), and the number of funds closing and the amount of capital raised has fallen dramatically. As Fig.1.2 shows, and between January and April 2011, no fund of funds vehicle was able to hold a final close, compared to 21 real estate vehicles of other strategies.

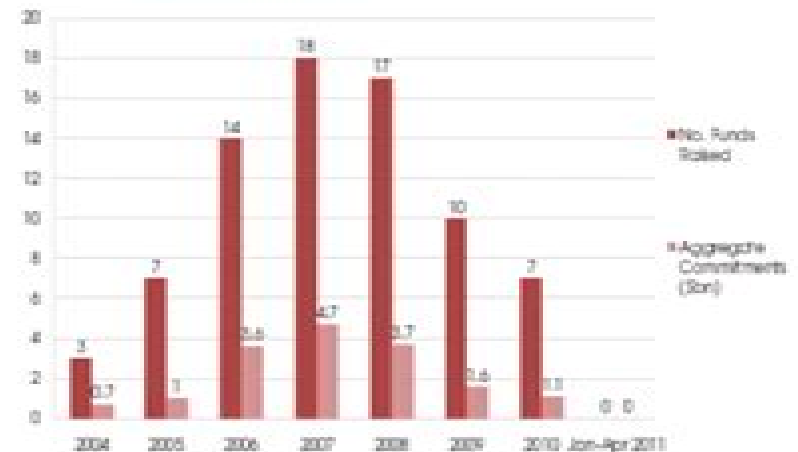
The market share of funds of funds, however, has been stable in the past five years, with these vehicles accounting for 3-4% of the overall capital raised by all private real estate funds. In April 2011, there were 26 real estate funds of funds in market targeting an aggregate \$5.4 billion in equity, 12 of these were North America-focused, seeking \$2.7 billion, eight Asia and Rest of World-focused funds were targeting \$1.9 billion and six Europe-focused vehicles were aiming to raise \$0.8 billion. Nonetheless, the amount of capital sought by funds of funds has been declining annually since 2008.

The 2011 Preqin Private Equity Real Estate Fund of Funds Review presents detailed analysis of the current and recent global fundraising market for funds of funds, as well as comprehensive listings of the vehicles that are currently seeking capital and those that have closed since 2009.

## Functions of Funds of Funds

Funds of funds can be structured as either open-end or closed-end vehicles, and there are also a few that make underlying private fund commitments though they are listed on a public stock exchange themselves.

Fig. 1.1: Fund of Funds Fundraising, 2004 - April 2011



Preqin data show that 82% of funds of funds are private closed-end funds, 15% are open-ended and 3% are listed vehicles.

Fund of funds vehicles have played an important role in the private real estate market, especially for first-time managers. As funds of funds generally have the experience and resources to implement the additional due diligence required on first-time funds, it is no surprise that 66% invest

with first-time managers, and a further 18% would consider doing so. There have been a number of funds-of-funds that invest solely in emerging managers, such as the \$400 million American Value Partners Fund I operated by AWP Advisors.

Another important function of funds of funds is that they allow smaller institutional investors to gain exposure to funds managed by the larger, more established

# Sars Epidemic Challenges To Chinas Crisis Management

**Scott C. Dulebohn**



## **Sars Epidemic Challenges To Chinas Crisis Management:**

The book delves into Sars Epidemic Challenges To Chinas Crisis Management. Sars Epidemic Challenges To Chinas Crisis Management is a vital topic that needs to be grasped by everyone, ranging from students and scholars to the general public. The book will furnish comprehensive and in-depth insights into Sars Epidemic Challenges To Chinas Crisis Management, encompassing both the fundamentals and more intricate discussions.

1. This book is structured into several chapters, namely:
    - Chapter 1: Introduction to Sars Epidemic Challenges To Chinas Crisis Management
    - Chapter 2: Essential Elements of Sars Epidemic Challenges To Chinas Crisis Management
    - Chapter 3: Sars Epidemic Challenges To Chinas Crisis Management in Everyday Life
    - Chapter 4: Sars Epidemic Challenges To Chinas Crisis Management in Specific Contexts
    - Chapter 5: Conclusion
  2. In chapter 1, the author will provide an overview of Sars Epidemic Challenges To Chinas Crisis Management. The first chapter will explore what Sars Epidemic Challenges To Chinas Crisis Management is, why Sars Epidemic Challenges To Chinas Crisis Management is vital, and how to effectively learn about Sars Epidemic Challenges To Chinas Crisis Management.
  3. In chapter 2, this book will delve into the foundational concepts of Sars Epidemic Challenges To Chinas Crisis Management. The second chapter will elucidate the essential principles that need to be understood to grasp Sars Epidemic Challenges To Chinas Crisis Management in its entirety.
  4. In chapter 3, this book will examine the practical applications of Sars Epidemic Challenges To Chinas Crisis Management in daily life. The third chapter will showcase real-world examples of how Sars Epidemic Challenges To Chinas Crisis Management can be effectively utilized in everyday scenarios.
  5. In chapter 4, the author will scrutinize the relevance of Sars Epidemic Challenges To Chinas Crisis Management in specific contexts. The fourth chapter will explore how Sars Epidemic Challenges To Chinas Crisis Management is applied in specialized fields, such as education, business, and technology.
  6. In chapter 5, this book will draw a conclusion about Sars Epidemic Challenges To Chinas Crisis Management. The final chapter will summarize the key points that have been discussed throughout the book.
- The book is crafted in an easy-to-understand language and is complemented by engaging illustrations. It is highly recommended for anyone seeking to gain a comprehensive understanding of Sars Epidemic Challenges To Chinas Crisis Management.

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